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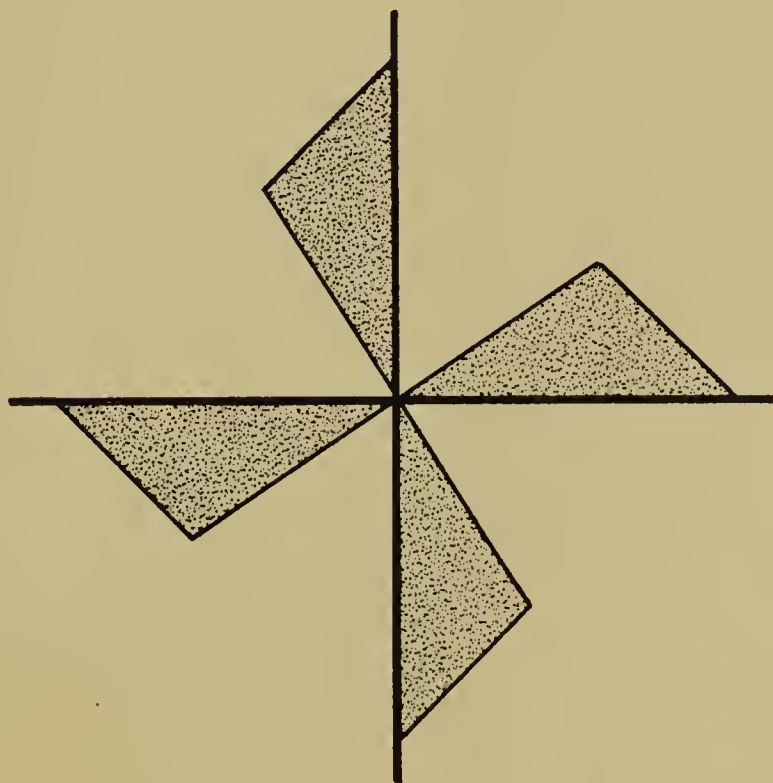
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COUNTY OFFICE ADMINISTRATION TASK FORCE



FINAL REPORT

JUNE 1971

UNITED STATES DEPARTMENT OF AGRICULTURE
Agricultural Stabilization and Conservation Service

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CATALOGING - PREP

County Office Administration
Profile of Task Force Members

Maynard Frost, Chairman. Served as County Office Manager in Cottonwood County, Windom, Minnesota, from 1957 - 1966. Served as Assistant Production Adjustment Specialist in the Minnesota State Office, 1966 - 1970. Presently Chief of the Administrative Division, Minnesota State Office.

James F. Coker. Reported for duty with ASCS in the summer of 1955 as field reporter in Butte County, California. In the fall of 1956 he entered the Army and served in the Signal Corps for two years. Returned to the Butte County Office in the fall of 1958 as Rice and Wheat Clerk, Grain Inspector, and assisted with compliance work. In 1961 he was promoted to Compliance Supervisor in Sutter County, California. He was promoted in 1962 to County Office Manager, Colusa County, California, and continued in that position until 1967 when he transferred to the California State ASCS Office as a Program Specialist. He transferred to Washington in 1968 and is serving as a Program Specialist in the CLU Division.

William E. James - Kansas City ASCS Data Processing Center. Mr. James transferred from the U.S. Air Force to the Kansas City ASCS Commodity Office in January, 1959. Since the establishment of the Kansas City Data Processing Center in 1961, he has served as Chief, Methods and Analysis Division.

George Machala - Kansas City Data Processing Center. Approximately 30 years service with the Department. Commodity Office experience in grain and processed commodities. Transferred to the KCDPC from the Evanston Commodity Office in 1964. Presently a Programming Branch Chief at the KCDPC.

Talbert D. Sehorn - Oregon State Office.

1949 - 1950 Two years as Reporter - Compliance Supervisor in County Office.

1951 - 1956 Five years as County Executive Director.

1956 - Fifteen years State Office - Currently Program Specialist (REAP).

Frank Z. Thomas. He has been a Virginia farm owner-operator producing general farm commodities and livestock. Frank was a CED, an assistant chief of production adjustment section in the Virginia State Office. He is currently serving as Staff Assistant in Southeast Area Office, Washington, D. C.

Jeff A. Wells. Born and reared on a farm in Harnett County, North Carolina. Began working with ASCS in 1954 as a reporter. He served as Assistant Compliance Supervisor, Compliance Supervisor, County Office Manager in two counties. He served for several years as Farmer Fieldman. Currently, he is a Management Analyst on the Operations Analysis Staff, Washington, D. C. Also operates his North Carolina farm.

Marvin E. Wotring. District Director, West Virginia State ASCS Office. Transferred from Harrison County ASCS Office where he was County Executive Director until January of 1971. Prior to joining ASCS in 1967 he taught Vocational Agriculture for two years.

COUNTY OFFICE ADMINISTRATION

COMMITTEE ELECTIONS

FINAL REPORT

I Sub-task Force - Talbert D. Sehorn, James F. Coker.

II Summary of Proposals

The task force proposes the general election procedure remain substantially the same as at present. Determining eligibility to vote and hold office; nominating candidates for CMC; balloting; and electing COC's by conventions would not change.

Essentially the proposal is to: hold CMC elections less frequently; elect fewer CMC's (by reducing communities); encourage greater participation in elections; and use ADP to maintain mailing (and voter) lists and assist with the bulk mailings associated with elections.

III Summary of Present Conditions

At present, every county conducts a full-scale election every year. This involves a substantial amount of time in developing slates of nominees; preparing, mailing, and canvassing ballots (or arranging meetings or polling places in some cases); encouraging participation of voters; and the variety of clerical tasks associated with these.

Even though a majority of CMC's are re-elected each year, there is a need for orienting newly elected members to the agency and the functions of committeemen.

Lists of eligible voters are prepared and maintained manually - a substantial clerical chore.

IV Task Force Recommendations

A Reduce number of communities (and CMC).

Advantages

This can provide an opportunity to improve the representation relationship among communities (better equalize number of farmers per community); give wider choice of nominees than now sometimes possible; decrease clerical workload in conducting elections; and reduce costs.

Disadvantages

It will break down some traditional community patterns and concepts; give less opportunity for farmer participation in ASCS administration; and require additional clerical work in correcting community related records.

- B Conduct all CMC elections by mail.

Advantages

Mail elections make voting easier and offer less chance of conflict with farming activity; weather, etc., with the result being a greater voter participation than with other methods.

Disadvantages

It is a more impersonal process and offers voters less opportunity to evaluate candidates and understand the purpose of the election than in meeting elections where there is an opportunity for discussion. There is also a greater chance for erroneous or improper balloting by mail.

- C Elect CMC's at three-year intervals.

Advantages

This will reduce election workload - and costs - by two-thirds. The longer term would give committeemen a greater opportunity to understand and contribute to ASCS operations.

Disadvantages

Farmer representation will be less "current" than with annual elections and the opportunity for farmers to hold office and participate in ASCS administration will be decreased.

- D Include spouses of farmers as eligible voters in all cases.

Advantages

Clarify and make uniform a confusing question of eligibility.

Disadvantages

It will create some additional clerical workload in adding spouse names to voter lists.

- E Allow STC's more latitude in setting time of election.

Advantages

Elections can be scheduled to fit slack farming seasons by States thus increasing farmer participation in election processes.

Disadvantages

It may create confusion across State lines and make national or regional publicity of election more difficult.

- F Elect one COC for combined counties (or other special area arrangements).

Advantages

Improves supervision of (and reduces potential conflicts in supervising) the CED and county office operation. It could also permit a more logical and workable administrative area than is sometimes the case with counties.

Disadvantages

Probability of strong objection to any action that appears to break down traditional county organization concept.

- G Elect only one COC alternate.

Advantages

The second alternate is rarely called upon and filling this position is an unnecessary action. It will simplify election and record keeping with a modest cost saving.

Disadvantages

In the event two COC's are lost during a year it would be necessary to reconvene the county convention.

- H Use ADP to maintain and issue eligible voter lists and to perform appropriate mass mailing functions.

Advantages

This will reduce clerical work - and costs - in county offices. It will permit a more current and complete listing of voters.

V Proposed System.

The election process itself will remain essentially the same as it is now. Most actions will continue to be performed manually in the county office. The principal change in workload will result from holding elections less often. The large-scale tasks of preparing eligible voter lists, and perhaps mailing labels, will be produced as a by-product of the farm record system. Such lists should be more current and complete than many now being maintained manually by counties.

Data on elected committeemen would be carried as a part of the personnel system.

VI Implementation Recommendations.

The proposed changes would in general not alter organizational responsibilities. The proposals for three-year CMC terms and for multi-county committees would require legislative change. The concept of a single CIC for two or more counties would certainly be the most controversial.

All other changes would be routine and could be instituted immediately.

VII Potential Improvement Areas.

The task force considered but has no specific proposals for getting more complete and accurate voter lists and for better insuring full participation and representation of minority groups. The recommendation that spouses of those now eligible also be made eligible was indirectly related to the first question since it will simplify and clarify a discrepancy between community property states and others.

The task force believes the final responsibility for "registering" as an ASCS voter should rest with the producer and not the county office particularly for persons who are not program participants.

VIII Other

The task force did not address itself directly to the over-all subject of ASC committee system. Nevertheless, this is perhaps the most important single element of county office administration and as such was in the background of every subject considered by this task force (and very probably most of the others).

In talking with ASCS staff at all levels during the course of task force work there was virtually unanimous agreement that the committee system was desirable and should be "strengthened." We believe for the most part this reflects a sincere conviction that the committee approach is preferable for ASCS to other management styles. In casual contacts with members of other task forces they are quick to point out that none of their proposals will abridge the authority of county committees. This is probably true when each change is examined separately; but it may be that the cumulative effect of all the changes being considered could have a profound effect on county committees.

For this reason this task force urges that before final decisions are made on the task force study a separate review be conducted on its potential effect on county committees and - perhaps beyond this - examine the proper role for committees in the future.

A common question for many years has been whether there is any real need for community committeemen. The questioner usually points out that after the brief initial task of electing a county committee the community committeemen - and others - find there is no further assignments or responsibilities to be fulfilled by CMC's. This usually leads to the observation that county committees should be elected directly and dispense with community committees together.

The task force has concluded - aside from the legal requirements involved - that CMC's are still desirable. Their personal understanding and knowledge of individuals and farmers is a needed but often unused feature for ASCS program administration.

Sporadic efforts have been made for years to upgrade the position and increase the scope of CMC's. Unfortunately these efforts have often taken the approach of using CMC's as temporary employees of the county office for tasks for which they are ill-trained and underpaid. The results were generally unsuccessful - and deservedly so.

The task force has been no more successful than others in the past in identifying new uses for CMS's. The following suggestion might, however, offer a way in which their special qualities - personal knowledge, close contact and credibility with farmers - could be used.

Begin a shift (more of attitude than mechanics) toward the concept that community committeemen constitute a single representative committee for the county. It would seem unnecessary to identify them as chairmen, vice-chairmen, etc., since they would actually serve as representatives of their community to the larger committee. This total "community committee" would select the county committee as it does now and the county committee would continue to exercise the same administrative responsibilities at present. However, they should begin

to feel an obligation to give an accounting of their activities to the "community committee" and regular meetings - perhaps quarterly - would be scheduled for this purpose. Hopefully this composite community committee would develop a greater feeling of responsibility for - and understanding of - ASCS programs and accomplishments.

Obviously such an approach would involve some additional costs. In the past one of the simplest ways to economize has been to curtail CMC expenses rather than expand them. However, developing a meaningful and active role for CMC's in ASCS activities would seem to be well worth the additional cost it would entail.

NOTE:

It should be noted that most of the major changes in the election process advocated by the Task Force have recently been made (or action started toward application) for the 1971 elections by DASCO staff.

County Office Administration
Claims
Final Report

I Sub-task Force

Talbert D. Sehorn
James F. Coker
George Machala

II Summary of Proposals

- A Establish a central debt file in the DPC system for all debts for which county offices are responsible. This would include other federal agency debts referred as well as ASCS debts
- B Check all program payments made through the DPC against the debt file and set-off debts during payment processing as appropriate.
- C Expand reporting to provide information to supervisors on trends in debts, the reasons they occur, and how they are being settled.
- D Change county office operations by
 - 1) Combining all debt procedure into one handbook.
 - 2) Changing legislation/policies/regulations to permit uniform handling of all debts.
 - 3) Providing for a two-level claim settlement function in disposing of certain debts, e.g., from \$10 to \$100 - a county committee authorization; from \$100 to \$2000 - a state committee authorization.
 - 4) Reducing the number of forms used in county offices.

III Summary of Present Conditions

- A Each county office maintains a debt register of all debts outstanding in the county. Information on these debts is fed into the present computer system in various ways for use for statistical purposes.
- B There are three major categories of debts each with its own set of rules, forms, and conditions: ASCS debts; CCC debts; and referred debts from other agencies.

C The two categories with which ASCS is primarily concerned - ASCS and CCC - are characterized by a number of differences: the point at which they are declared debts - immediately for ASCS and after 30 days for CCC; amounts which may be disregarded - \$10 for ASCS; \$35 for CCC; and provisions for settlement or compromise differ for the two. Some basic difficulties with the present system:

- 1) For most county offices a debt action is infrequent. As a result each case requires "re-learning" a complex procedure in order to act properly.
- 2) Problem of obtaining reports that permit management to analyze trends and causes of debts.
- 3) Lack of regular follow-up action.

IV Task Force Recommendations

(See Paragraphs II and V)

V Description of Proposed System

The following outline illustrates the proposed operation.

- A Potential debt situation identified, review by county committee, and if appropriate, determine to be a debt.
- B Notify producer and provide opportunity for appeal or payment. Permit some reasonable period for payment before establishing a formal debt file- such as the 30 days applicable for CCC debts now.
- C County office prepares a "worksheet" containing information to be inserted in the central debt file. A debt folder is prepared for manual maintenance in the county office.
- D Data on the claim is transmitted thru county access unit to automated central file. Corrections, adjustments, transfers, etc. (Actions changing debt status other than by collection) would be accomplished by re-submitting with a "replacement" code.
- E A verification print-out would be sent to county office for each case submitted. A copy of this print-out would be filed in the debt folder and represent official record of current debt status. The system should provide opportunity for county office to request a "current status" print-out at any time.

- F Copies of the verification print-out would also be sent to all other counties in which the producer I. D. number indicates an agricultural interest for the producer. Such counties would also establish a debt folder.
- G Complete data on the debt would be maintained in the central file "on line" until set-off is time-barred. The computer program would classify the debt from a county code; determine if interest-bearing and the rate; and key each debt to permit some analyses such as what caused the debt to occur.
- H Any producer payment processed thru the system would be checked against the debt file and set-off made as necessary. A print-out explaining the set-off would be prepared with a balance sight draft (if any) to go to the producer. As in every such change of status a "current status" print-out would go to the county office.
- I Cash collections would be handled as described in funds control sub-task force report. Briefly: Transmit information on collection, receive bank acknowledgment, use this print-out (or a transmittal prepared from it) to forward to Federal Reserve Bank.
- J Periodically a complete print-out of the county debt register would be provided. (It is suggested semi-annually to start with adjustments with experience.) Instructions would be related to these print-outs calling for review of debt and appropriate follow-up action.
- K Print-outs for State and Washington offices summarizing debt status and providing analyses of debts/claims on national, State, regional, or commodity basis. System should provide opportunity to obtain special analyses on request.
- L Producer contact, follow-up, and adjustments or cancellations would continue to be carried out by county or State committees and staffs.

VI Implementation Recommendations

The central debt file is, in a sense, a function of program processing. Its implementation depends in large part on the system(s) adopted for farm records and program functions. The manner in which these are implemented would directly affect the debt system.

A Organization

No organizational or staffing changes would be required. As

an average for county offices the debt workload is quite small. No appreciable savings in money or man-hours is expected. However, performance should be improved significantly.

B Changes in Legislation/Policy

The proposals for removing the differences between ASCS and CCC debts would require legislative action. This is significant primarily in simplifying county operations and is of only limited concern to the automated system.

C Schedule for Implementation

No special problems with training county office personnel are expected. Except for avoiding obvious heavy workload periods, the system could be implemented anytime after general training in new equipment is completed.

VII Items for Additional Study

Some special situations to be considered in system design or in coordinating task force proposals.

- A Debts referred for legal action - there are some of these situations where all payments to producers are suspended pending a decision. A method would be required for coding these cases and "suspending" all payments till status changes.
- B Accounts receivable such as facility loan payments during the 12 months following each anniversary date when a set-off is appropriate from price support proceeds. Some possibilities: Change facility loan rules to not make such set-offs; set-off from any payment; set up special groups for these in debt file and transfer automatically from loan file to debt file at appropriate time.
- C Measurement service fees - perhaps place in debt file as soon as incurred and set-off from any subsequent payment without waiting for program payment to be made.

COUNTY OFFICE ADMINISTRATION TASK FORCE

FINAL REPORT

PERSONNEL

I. Sub-Task Force

Marvin E. Wotring

II. Summary Of Proposals

A. CED Qualification Requirements

It is proposed that the minimum qualification requirements (college degree or DASCO waiver) for recruitment and employment of CED's remain unchanged. However, we proposed that management establish a period of six months for interested qualified subordinate employees with at least six years experience to apply to the STC for placement on the register. DASCO approval would be required. Applicants must be willing to enter the CED Trainee Program and accept employment in any area of the State.

B. Personnel Information And Skills Inventory

It is proposed that a Personnel Information and Skills Inventory be implemented as a computer system for all regular ASCS employees.

C. District Director Positions

It is proposed that District Director positions be made career status positions.

D. Separations

It is proposed that separations "without prejudice or cause" provisions of Handbook 6-CA be removed and additional instructions be added for separations due to a reduction in force.

III. Summary Of Present Conditions

A. CED Qualification Requirements

The college degree requirement for CED candidates was effective July 1, 1970. Present subordinate employees have been prevented from or discouraged in attempts to have their names placed on the STC register of eligible candidates.

B. Personnel Information And Skills Inventory

There is no present system of recording information and skills of employees that is readily accessible. Also, there is no present method of informing employees of position availability.

C. District Director Positions

These positions are presently conditional appointments. Usually District Directors change with the change of Administration which disrupts good administration of farm programs, causes difficulty in the chain of command during change, and discourages career ladder promotions.

D. Separations

At the present, employees may be separated for cause or without cause or prejudice. If separated for cause, they have rights of appeal. However, if separated without cause they can appeal to the STC but the STC cannot over rule the decision of the County Committee.

IV. Task Force Recommendations

A. CED Qualification Requirements

It is recommended that the minimum qualification requirements (college degree or DASCO waiver) for recruitment and employment of CED's remain unchanged. However, we recommend that a period of six months be set for subordinate employees, (grade CO-5 or higher, with at least six years service prior to July 1, 1970), to apply to the State Committee for placement on the STC register of eligibles. DASCO's approval would be required. Employees qualifying would be required to complete the DASCO approved CED Trainee Program and agree to be placed in any county within the State.

The advantages of providing for this would be that several qualified subordinate employees may be hired as CED's and morale of all county employees would be improved.

B. Personnel Information And Skills Inventory

It is recommended that a Personnel Information and Skills Inventory be implemented as a computer system for all regular employees.

Advantages afforded by this would be the development of career ladders or career paths for all interested ASCS employees. Management would have a complete record of vacant positions and qualified applicants or employees available to fill these positions. The major advantage of this system would be improved management of employees and employee skills.

C. District Director Positions

It is recommended that District Director positions be made career status. Continuity of District Directors would assure better qualified directors. This would result in better administration of programs and enhance career ladder promotions for employees in County Offices. Better administration of programs would mean improved service to farmers.

D. Separations

It is recommended that provisions in 6-CA Handbook for separations without cause or prejudice be removed and additional instructions added for separations due to a reduction in force.

If this was implemented employees would work with more confidence; therefore, good administration of programs would be enhanced. Promotions through career ladder would be strengthened. Separations for political or minor personality reasons would be eliminated. Also, recruitment of qualified CED's would be improved.

V. Description Of The Proposed System

The proposed system that has been recommended would essentially be managed the same as the present system with the exception of the Personnel Information and Skills Inventory which would be completely automated.

The Washington and Field Office Administration Task Force (Personnel Sub-Task Force) has completed the design and specifications for this computer system which includes all regular ASCS personnel. The County Office Administration Task Force furnished the Washington and Field Office Task Force with one person, Marvin E. Wotring, to assist in the preparation of the design and specification for the proposed file structure.

It was concluded that the County Office Administration Task Force would accept and recommend this system as prepared and presented by the other Task Force.

VI. Implementation Recommendations

A. CED Qualification Requirements

This would require a change in agency policy and regulations. It is recommended that the proposal be implemented as of July 1, 1971, with the six month period being July 1, 1971, thru December 31, 1971.

B. Personnel Information And Skills Inventory

It will be necessary for organizational responsibilities, regulations, and policy be established as recommended by the Washington and Field Office Task Force.

Implementation of this system would have to be delayed until new equipment was available.

C. District Director Positions

This would require the Civil Service Commission approval to change these positions from conditional position appointments to career status.

It is recommended that this be implemented as soon as possible.

D. Separations

This would require a change in policy and regulations. We recommend it be implemented as soon as possible.

VII. Potential Improvement Areas

No areas were identified that would require additional study.

COUNTY OFFICE ADMINISTRATION TASK FORCE

FINAL REPORT

PROCUREMENT

I. Sub-Task Force

Marvin E. Wotring

II. Summary of Proposals

Procurement -

This task force has interfaced with the Washington and Field Office Administration Sub-Task Force working with Administrative Services which includes Procurement. We recommend the system they have designed be accepted. All recommendations, design, and specifications are included in the Washington and Field Office Administration Task Force's Final Report.

FINAL REPORT

(TASK FORCE PROPOSAL)

COUNTY OFFICE ADMINISTRATION - WORK
MEASUREMENT AND FUNDING PROCESS

I. SUB-TASK FORCE.

Frank Z. Thomas
Jeff A. Wells

II. SUMMARY OF PROPOSALS.

Reporting of time expended by work item should be continued as presently established.

Retrieve annual workload data for each county from the program and activity data that has been previously recorded through on-line and/or other communication devices. Any workload items not included in the integrated system are to be furnished by counties and merged with data in storage. Additionally, as the need arises, retrieve the volume of work performed for a specified period of time. This information may be used to:

- A. Justify supplemental appropriation requests from Congress.
- B. Analyze requests for additional funds and/or staff.
- C. Consider reclassification of positions.
- D. Provide data for cost analysis.

III. SUMMARY OF PRESENT CONDITIONS.

See Attachments 1 and 2. (NOTE: These attachments are copies of flow charts used in Task 3. The Exhibits referred to in these attachments are not shown in this exercise in that they only depict forms and/or reports.)

IV. RECOMMENDATIONS.

A. Changes.

Retrieve workload data from the central data base. Data not in the system must be furnished and merged with data in storage.

B. Advantages.

1. Reduces manually-prepared reports.
2. Increases accuracy of reports. (Errors previously made by counties in reporting units of work will be eliminated when the unit count is retrieved from the system. Additionally, there will be uniform application of what constitutes a unit of measure.)
3. Should provide management with data on a more timely basis.

V. DESCRIPTION OF PROPOSED SYSTEM.

See Attachments 3 and 4. (NOTE: Attachment 3 is a copy of flow chart used in Task 5. The Exhibits referred to in this attachment ~~are not shown in this~~ exercise in that they only depict forms and/or reports.)

VI. IMPLEMENTATION RECOMMENDATIONS.

The new system can be implemented only after other systems are. It will be necessary for the County Office Workload Verification Study Committee to determine whether the data in the computer record reflects units of measure sufficiently to measure workload.

There are no recommendations on changes in organizational responsibilities, regulations, or policy.

VII. POTENTIAL IMPROVEMENT AREAS.

Personnel Division should, as the need arises, prescribe various formulas to apply to workload data to aid in classification of personnel.

VIII. OTHER.

Until this system is implemented instructions for counties should be issued by reporting year. Currently, instructions are issued in 12-AO. Thus, it becomes necessary to amend the handbook effective May 1 for verification purposes whereas, the amended pages are not applicable for workload reporting that is done shortly after May 1. This causes considerable confusion. Additionally, amendments that are to be effective for a subsequent reporting year are erroneously filed by some nonverification counties thereby resulting in confusion and/or incorrect workload reports for the current reporting year.

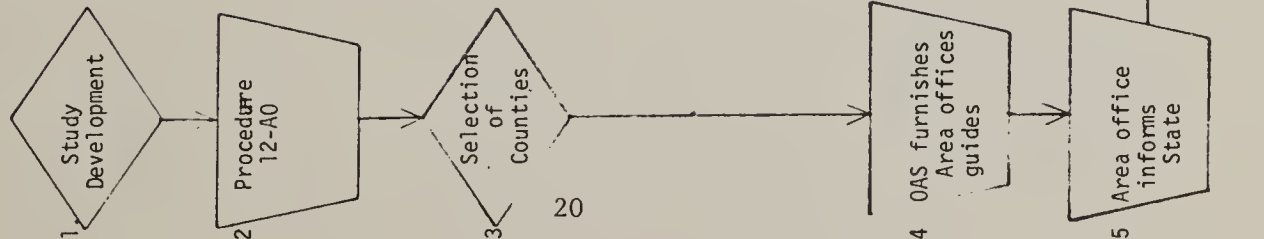
Washington

State

County

KCDPC

Remarks



1. The workload committee recommends to DAM the system and method of measuring county offices workload.

2. OAS writes handbook instructions and develops required reports.

3. OAS establishes criteria for selecting counties to participate in the study.

A The total sample contains 160 counties. The number of counties for each area and State is determined in the same ratio that each area and State is represented in the national total.

B The selection provides a statistical sample based on five size groupings of counties according to the following table:

GROUP	WORKLOAD POINTS
*--1	0-3,500
2	3,501--5,800
3	5,801--11,000
4	11,001--17,000
5	17,001--UP

C Counties selected remain in the study for three years. Approximately one-third (53) of the counties are replaced each year. Exhibit 1 lists the counties selected to participate during the current FY.--*

4. OAS informs area offices of number of counties needed by size group and program mix.

5. Area office informs State office of number of counties needed by size grouping and program mix.

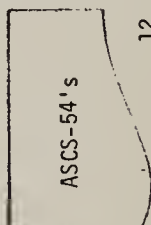
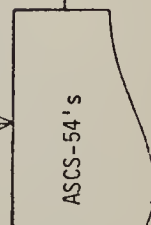
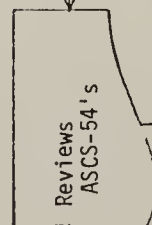
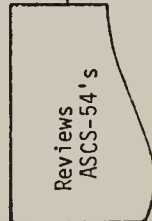
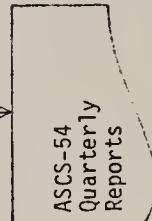
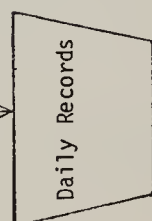
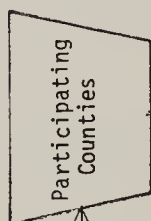
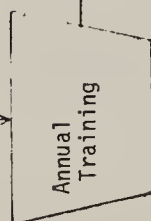
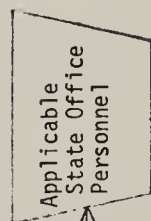
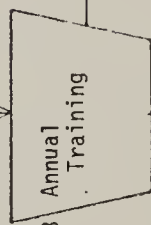
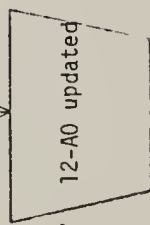
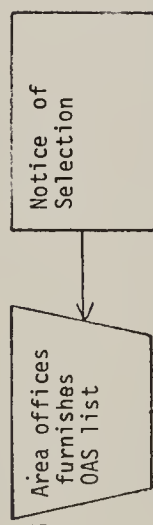
State office selects counties to participate and notifies counties of selection.

KCDPC

County

State

Washington



6. State office notifies area office of selected counties. Area office furnishes OAS with list of approved counties.

7. OAS updates 12-A0 to show the names of counties participating in the verification study. (See Exhibit 1)

8. Area offices and OAS conducts annual training meetings with State office personnel responsible for supervising workload programs.

9. State office personnel annually train participating county personnel.

10. Applicable employees keep an individual daily record (See Exhibit 2) of "man-hours expended" and "units completed" for each applicable workload item.

11. Quarterly counties summarize the individual work records and prepare the quarterly reports, form ASCS-54. These reports are sent to State offices.

State office personnel review the reports for reasonableness, contacts counties on questionable items, corrects if necessary and forwards to OAS.

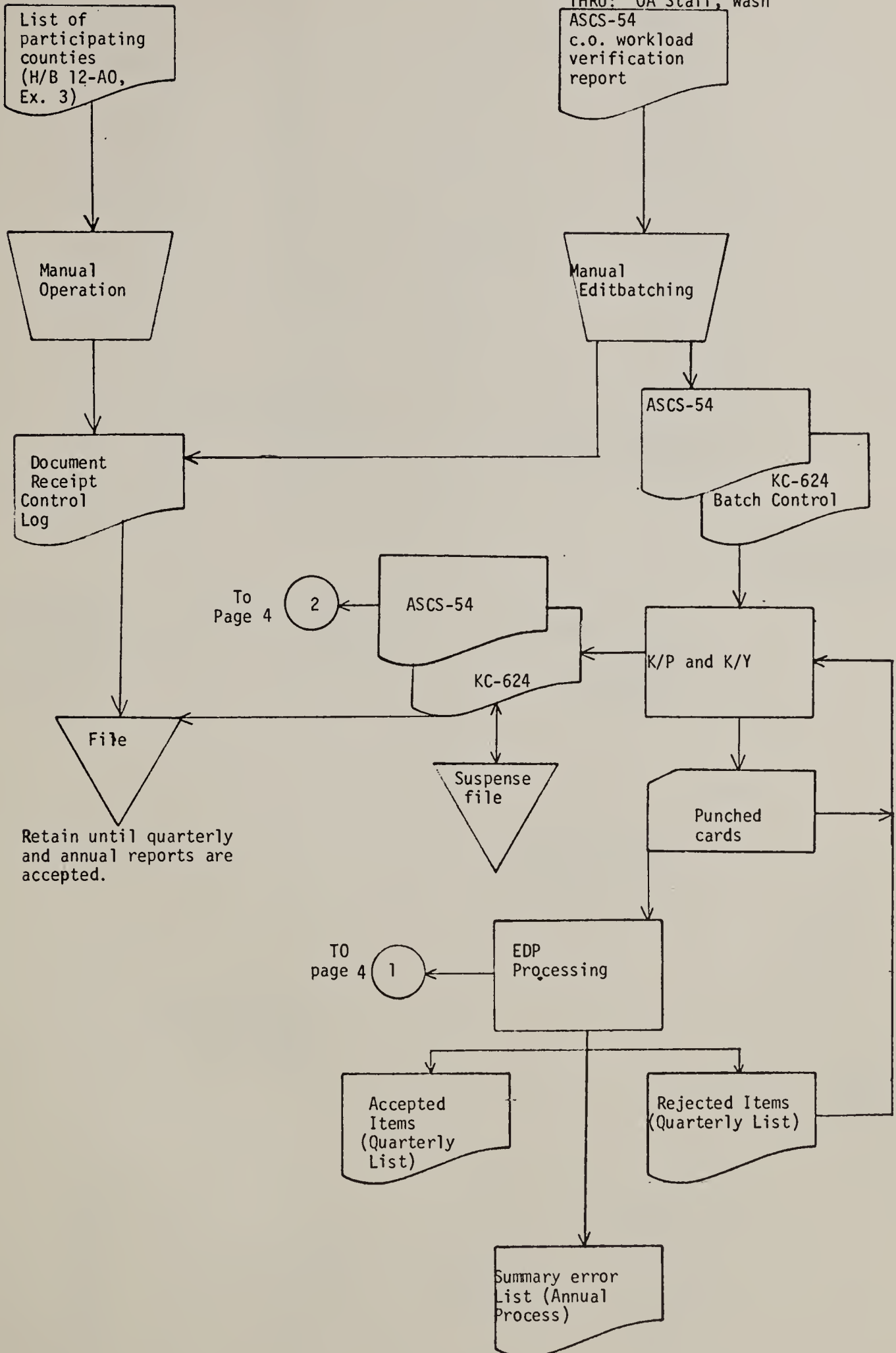
OAS personnel also reviews reports and follows-up on any questionable items. (See Exhibit 3 for ASCS-54)

12. OAS forwards reports to KCDPC for processing.

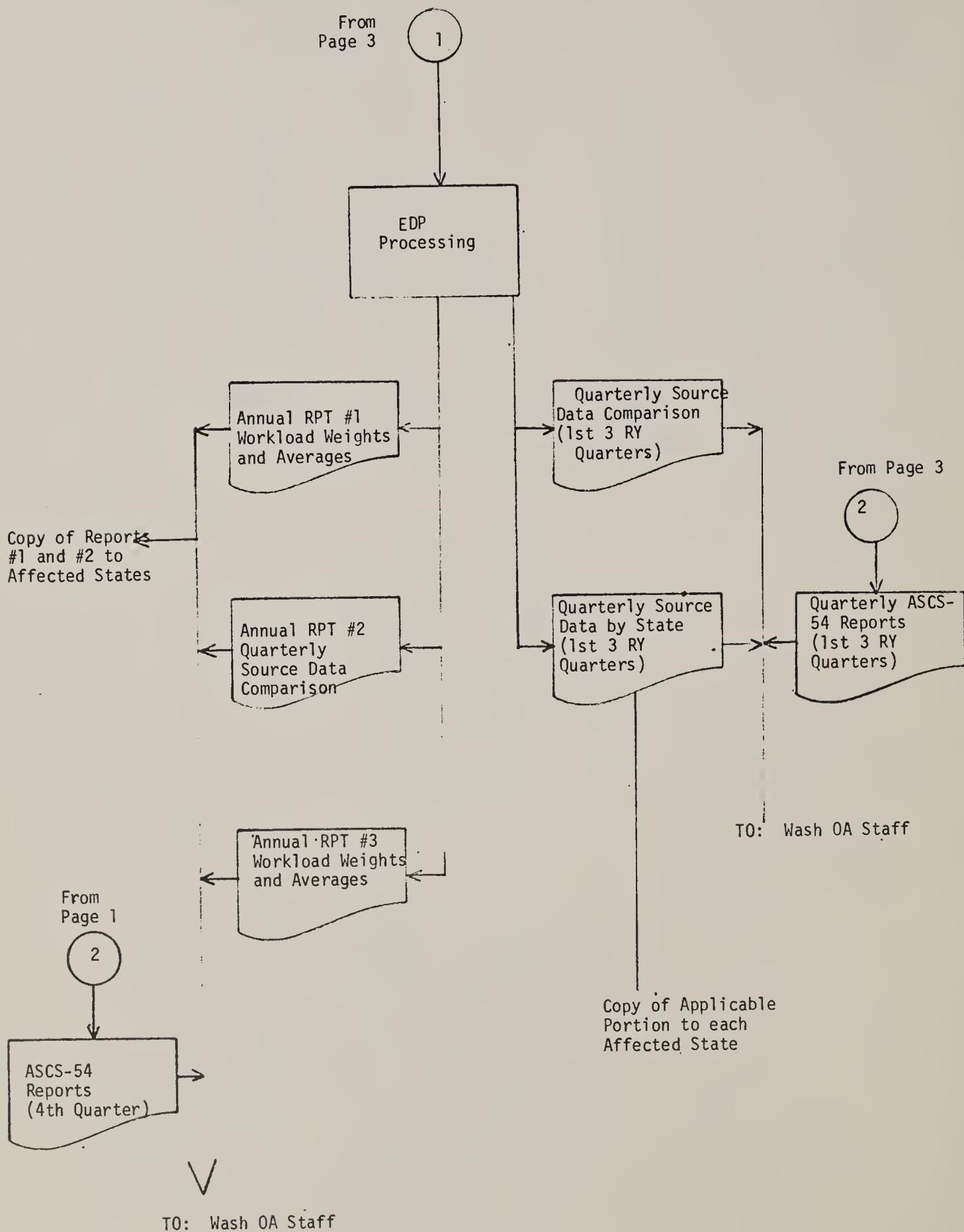
(See KCDPC Flow Charts on pages 3. & 4)

COUNTY OFFICE WORKLOAD VERIFICATION STUDY

From: Wash, OA Staff

From: County Office
THRU: OA Staff, Wash

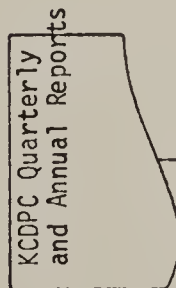
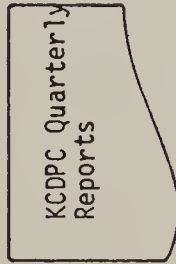
COUNTY OFFICE WORKLOAD VERIFICATION STUDY



ATTACHMENT 1

County KCDPC

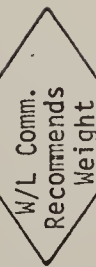
State



13

13. State offices and OAS analyze quarterly print-outs to detect abnormal disparities in the units "per man day."

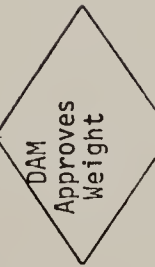
OAS reviews and analyzes the fourth quarter print-outs, makes copies available to the workload committee.



14

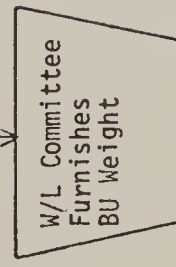
14. Workload committee reviews the weights computed (in the future man days) for each line item and makes recommendations to DAM for adoption and/or changes.

24



15

15. DAM acts on recommendations.

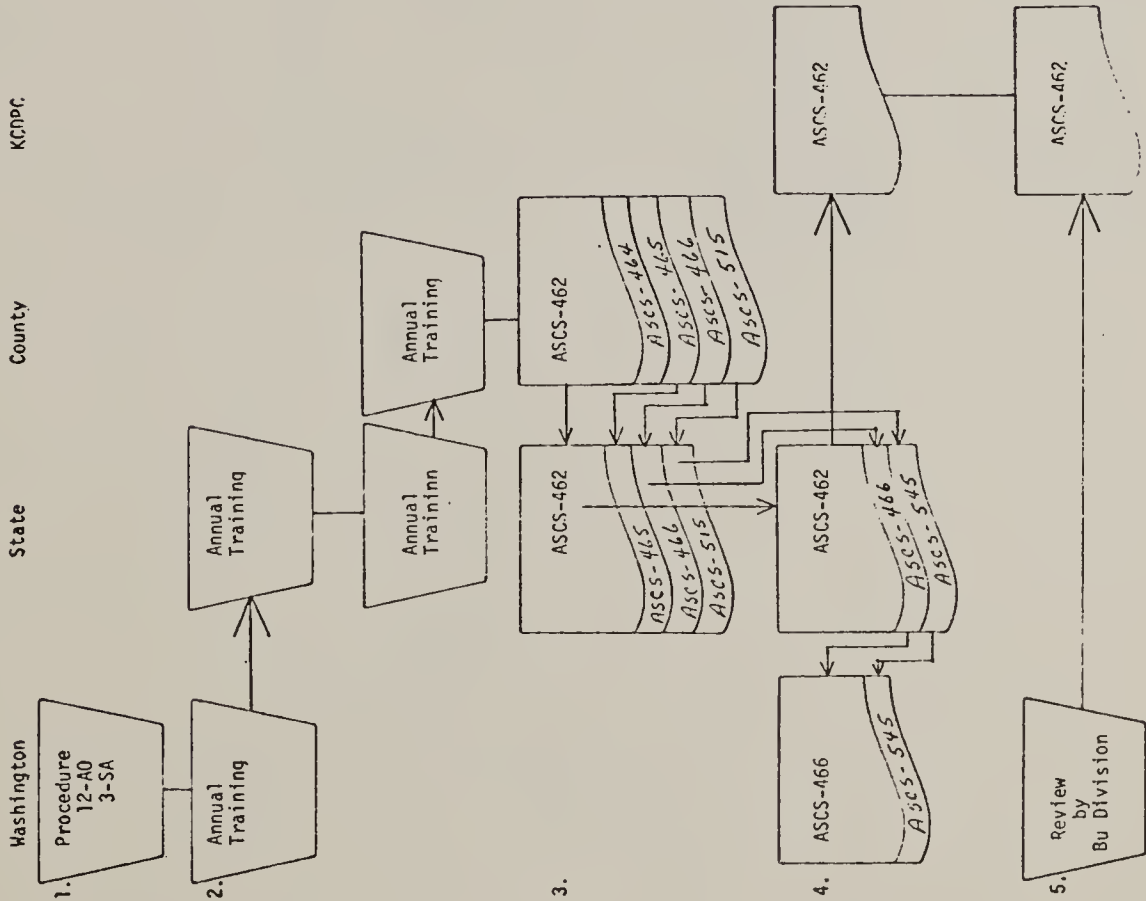


16

16. Workload committee furnishes Bu division approved weights in future man days). These weights (in future man days) are used in computing individual county allocations by processing in conjunction with ASCS-462. (See county office workload and funding and flow charts):

ATTACHMENT 2

COUNTY OFFICE WORKLOAD AND FUNDING PROCESS



Remarks

1. Bu Division writes handbook instructions and develops required reports (ASCS-462, 464, 465, 466, 545, and Ex. 12, 3-SA, Exhibits 1 through 6 respectively).
2. Area Offices and Bu Division hold annual training meetings with State personnel on annual reports (See Exhibits 1 through 6).
3. State personnel annually hold training meetings with counties.
3. Each county annually compile the required reports. The ASCS-462 is a workload AND expense report. Data from the ASCS-464, 465 and 466 is transferred to the ASCS-462. Annually counties submit to States reports on forms ASCS-462, 465, 466, and 515. (Exhibit 7 for ASCS-515).
4. State office personnel (1) review reports for accuracy and reasonableness, contact counties on questionable items, and make corrections; (2) compile data from the ASCS-515 to make the ASCS-545 consolidated county ASCS-466's into a state summary on ASCS-466. ASCS-462's are forwarded to KCPDC for processing. ASCS-466's and 545's are forwarded to Bu Division.
5. Prior to KCPDC processing Bu Division representatives visit KCPDC and review ASCS-462's for reasonableness, contacts states on questionable items and make necessary corrections.

COUNTY OFFICE WORKLOAD AND FUNDS ALLOCATION

FROM COUNTY OFFICE
THROUGH STATE OFFICE

ASCS-462
COUNTY OFFICE
WORKLOAD
UNITS

MANUAL
EDIT AND
BATCHING

DOCUMENT
RECEIPT
LOG

TEMP
FILE

HOLD UNTIL RPTS.
COMPLETED AND
ACCEPTED

TEMP
FILE

HOLD PENDING
DISP. INST.
FROM WASH.
BU DIVISION

ASCS-462
KC-624
BATCH CONTROL

K/P AND K/V

PUNCHED
CARDS

ACCEPTED
ITEMS

REJECTED
ITEMS

K/P, K/V
COMPUTER
PROCESSING

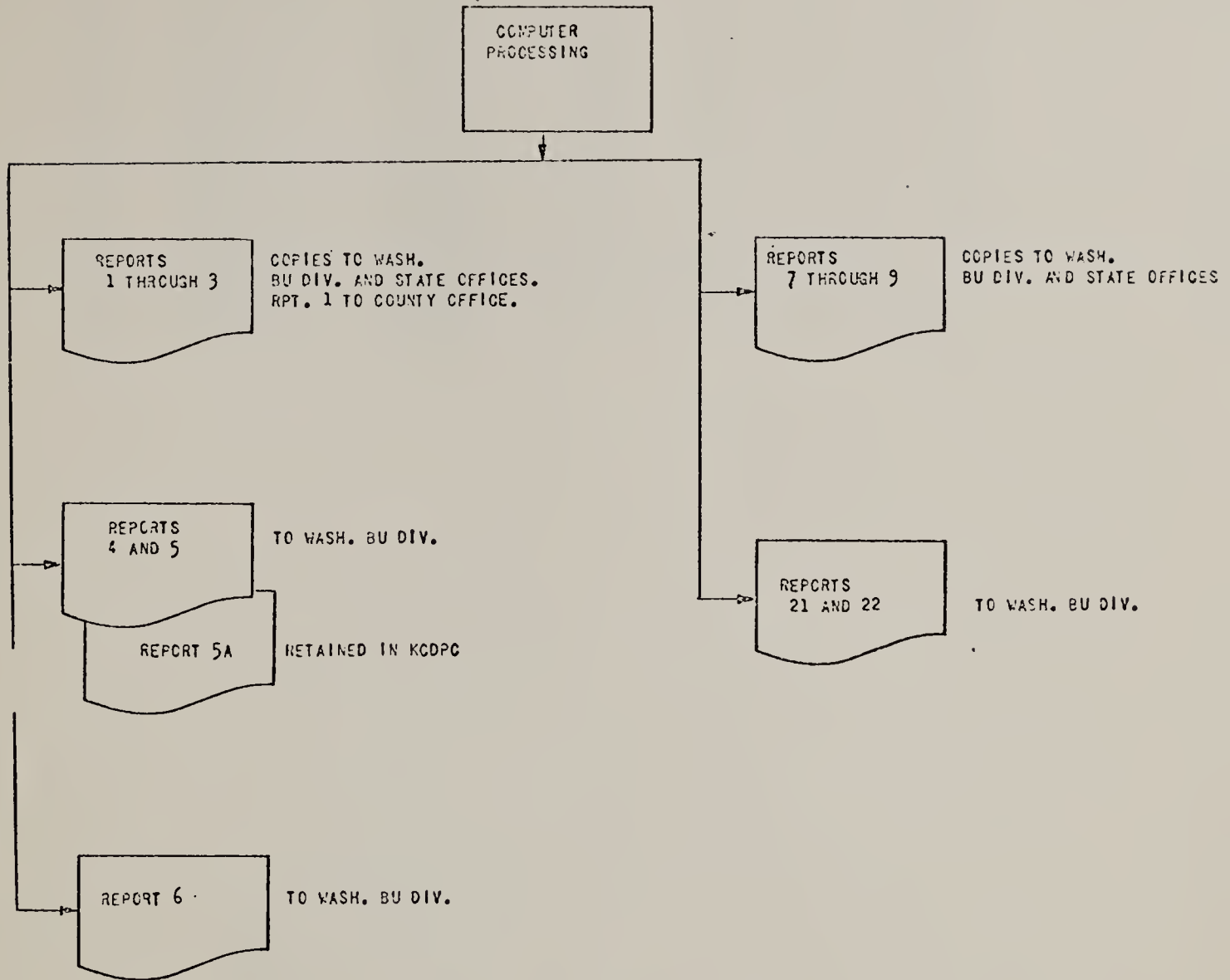
CORRECTION
DOCUMENT

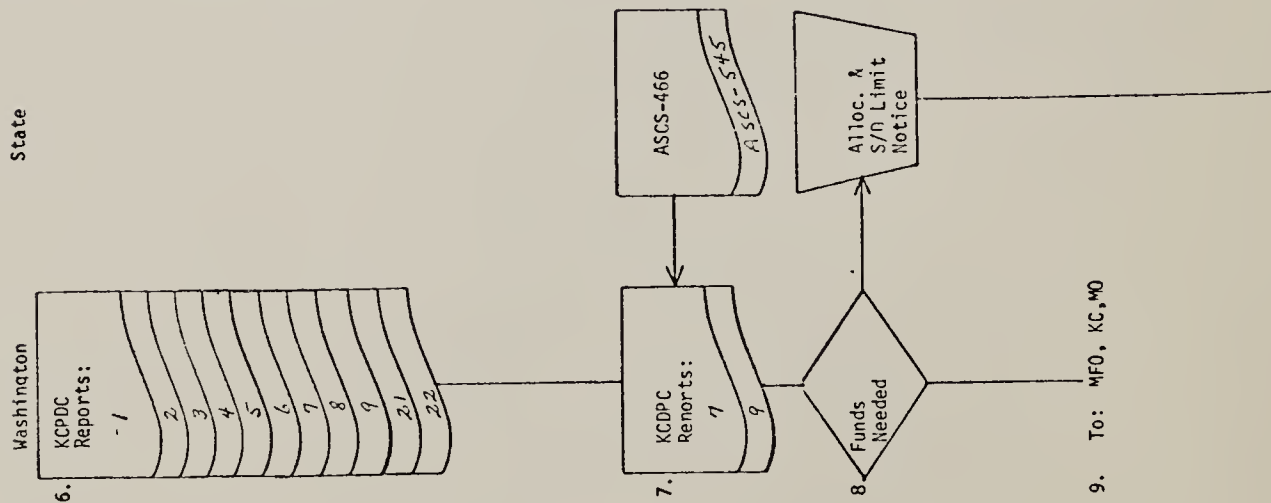
MANUAL
RESEARCH

UPDATE
CONTROL

COUNTY OFFICE WORKLOAD AND FUNDS ALLOCATION

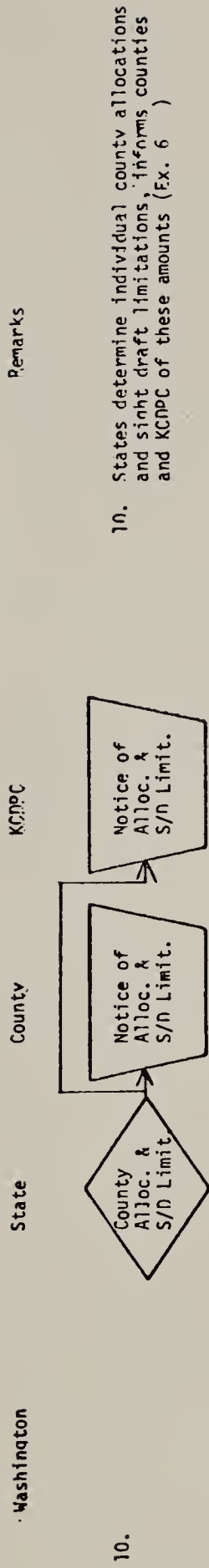
ATTACHMENT 2





State	County	KCPDC	Remarks
Washington			6. Pu Division receives copy of KCPDC reports (print-outs) 1 through 9, 21 and 22. These reports reflect and/or serve the following purposes:
			A. Reports 1-4 Analysis of workload and changes
			B. Report 5 Establishes cost curve and value per W/L point for each of 14 groups by workload ranges.
			C. Report 6 Projects report 5 to 40 groups and establishes value per point in each group for use in funding.
			D. Reports 7-9 Reflect the computed allocation for weighted workload items plus some unweighted items not included in measured workload.
			E. Reports 21 and 22 Man years employment in RV for use in establishing staffing guides for sev.
			7. From reports (ASCS-466 and 545) received from states (See item A, page 1) all division develops unweighted funding by state. Examples of unweighted items are state controlled CSS crews and supervisors, tobacco marketing recorders, salaries and travel of CFN trainees, new aerial photo work, etc.
			8. Pu Division with concurrence of area offices determines total funding needs for each state and sends notice of allocation and sight draft limitations to states. Sight draft limitation is the total state allocation minus bank balance as of end of preceding fiscal year minus funds withheld for MFO payment of taxes and fringe benefits.
			9. Pu Division issues to MFO an advise of allocation for making payments for taxes and fringe benefits.

ATTACHMENT 2



DESCRIPTION OF PROPOSED SYSTEM
(WORKLOAD VERIFICATION)

A. INPUT

1. Participating counties (from Handbook 12-AO).
2. Quarterly reports from 160 verification study counties.

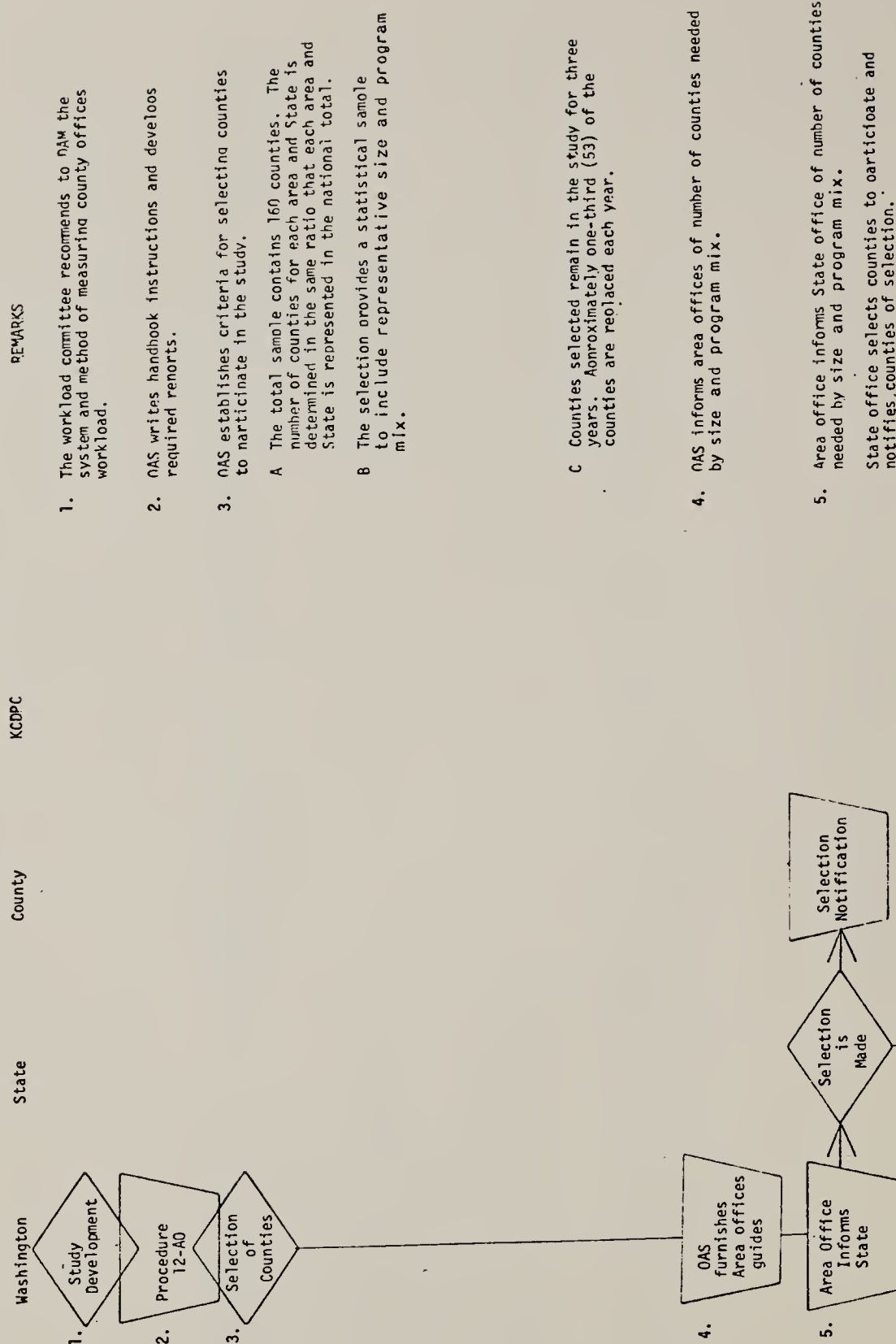
B. OUTPUT

1. Quarterly reports.
2. Annual reports.
3. Regression coefficients.

C. EXTENT OF AUTOMATION

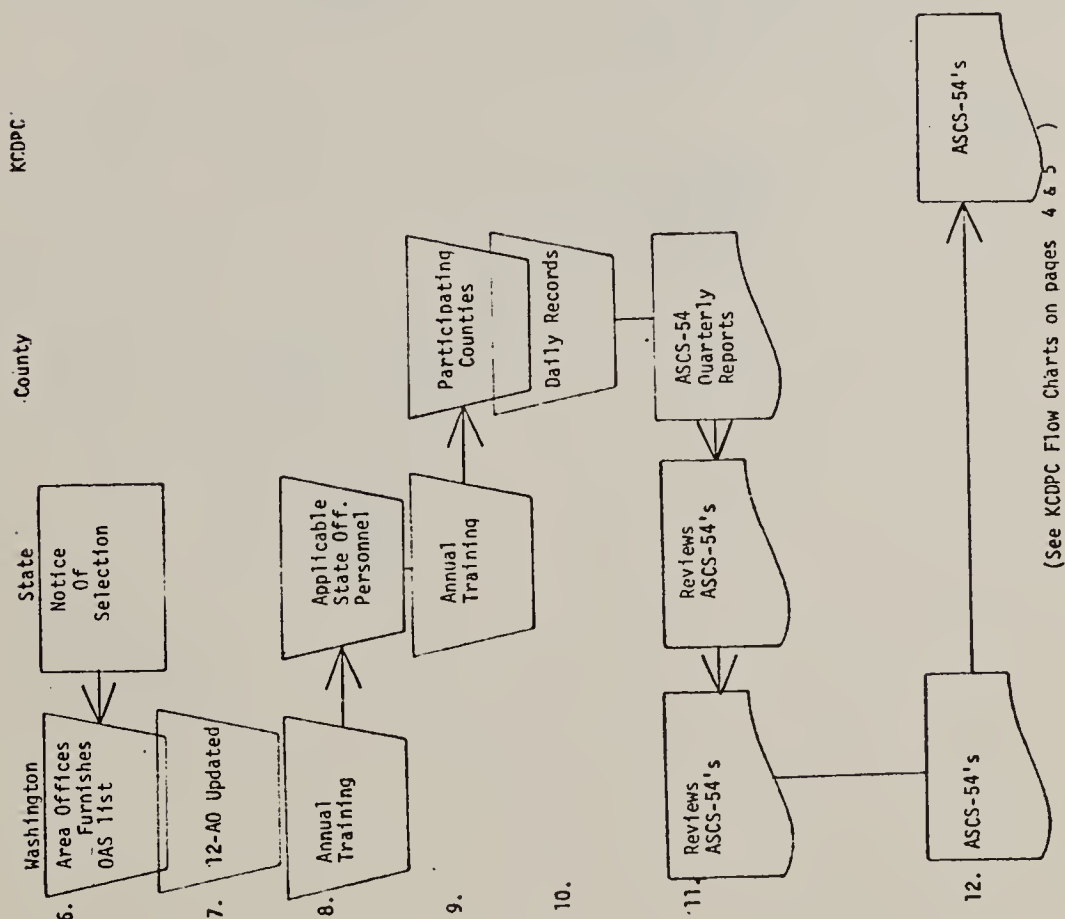
1. Input data is to be keypunched in that low volume and frequency of changes does not warrant a scanner or on line transmission.

COUNTY OFFICE WORKLOAD VERIFICATION STUDY

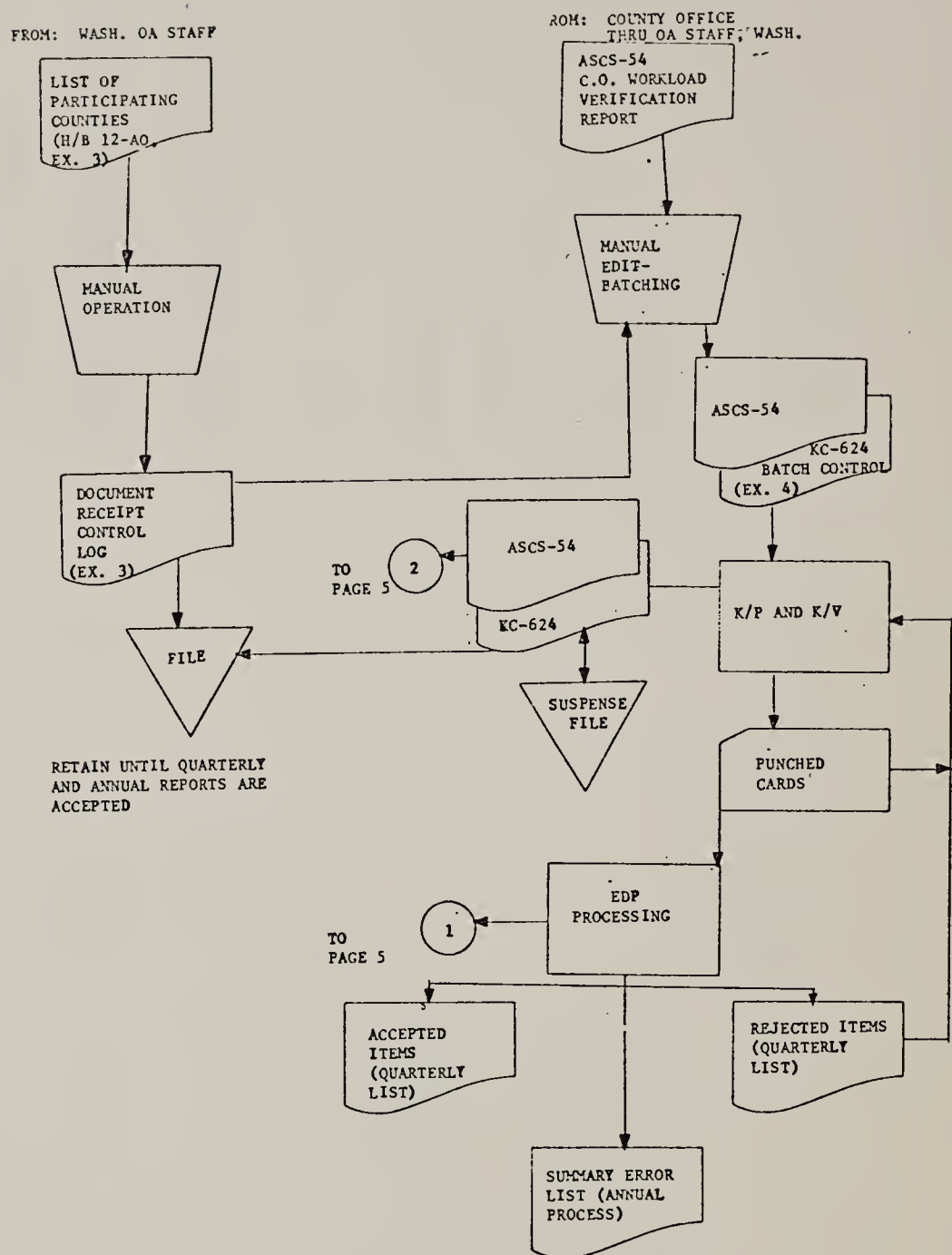


ATTACHMENT 3

6. State office notifies area office of selected counties.
7. Area office furnishes OAS with list of approved counties.
8. NAS updates 12-A0 to show the names of counties participating in the verification study.
9. Area offices and NAS conducts annual training meetings with State office personnel responsible for supervising workload programs.
10. State office personnel annually train participating county personnel.
11. Applicable employees keep an individual daily record (See Exhibit 1) of "man-hours expended" and "units completed" for each applicable workload item.
12. Quarterly counties summarize the individual work records and prepare the quarterly reports, Form ASCS-54. These reports are sent to State offices.
13. State office personnel review the reports for reasonableness, contacts counties on questionable items, corrects if necessary and forwards to NAS.
14. OAS personnel also reviews reports and follows-up on any questionable items. (See Exhibit 2 for ASCS-54).
15. NAS forwards reports to KCRPC for processing.

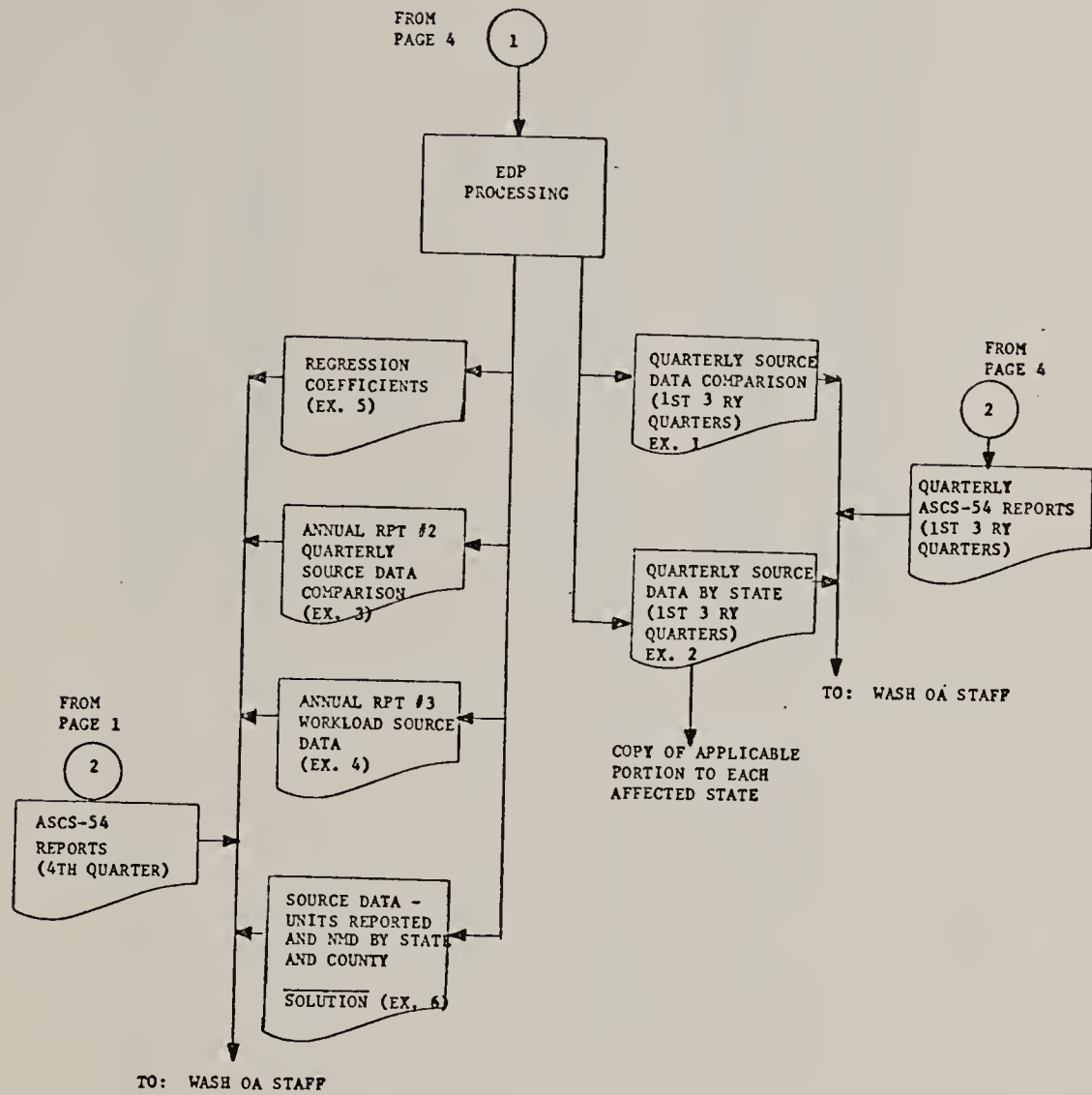


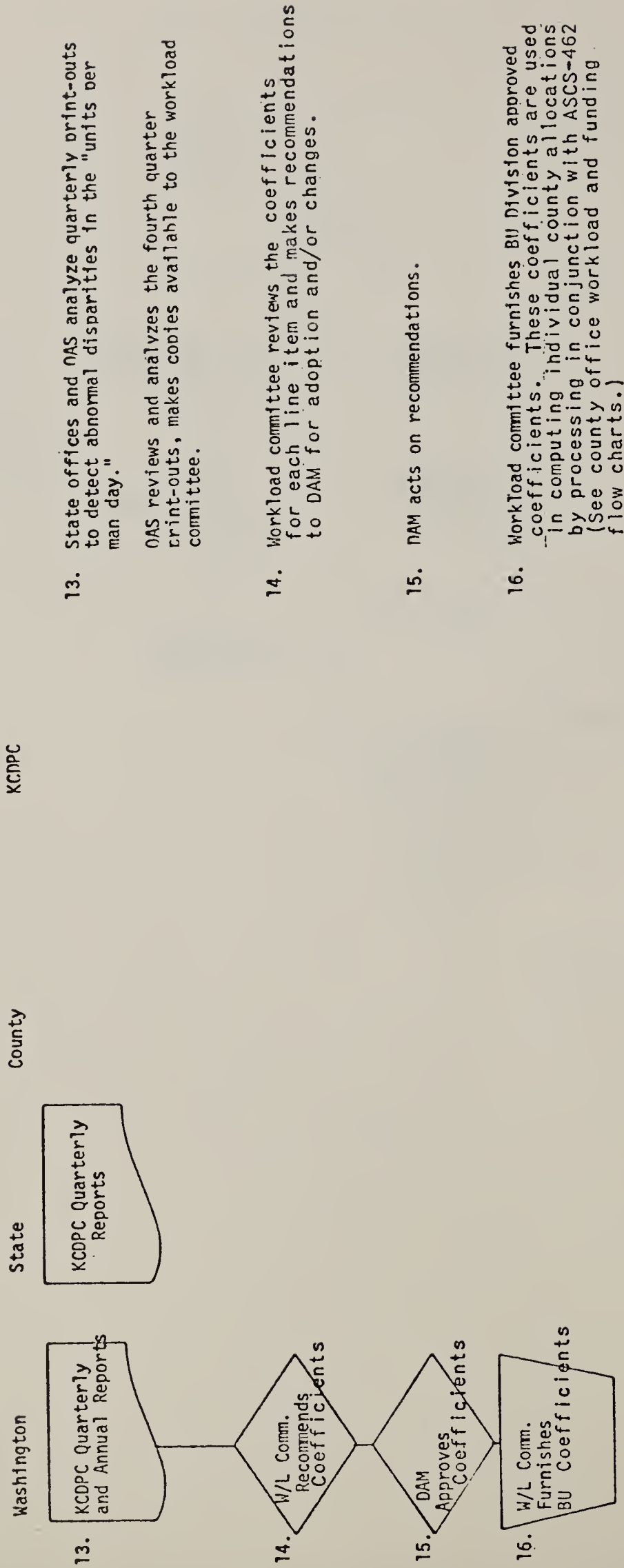
ATTACHMENT 3



COUNTY OFFICE WORKLOAD VERIFICATION STUDY
(OPERATING REPORTS)

ATTACHMENT 3





DESCRIPTION OF PROPOSED SYSTEM
(WORKLOAD AND FUNDING PROCESS)

A. INPUT

1. The major portion of workload data will be supplied by other systems i.e. allotments, bases, participating farms, loans, repayments, compliance, reconstitutions, etc.
2. Only those workload and expense items that are not in the integrated computer system will be reported manually.

B. OUTPUT

The outputs needed for this operation are shown on Page 4 of this attachment.

C. EXTENT OF AUTOMATION

1. All systems affecting county office operations must furnish data to establish each county office's workload.
2. Data reported manually is to be of very small volume and the items will likely vary from year to year. Thus it appears that this data should be keypunched for entry into the computer record.

COUNTY OFFICE WORKLOAD AND FUNDING PROCESS

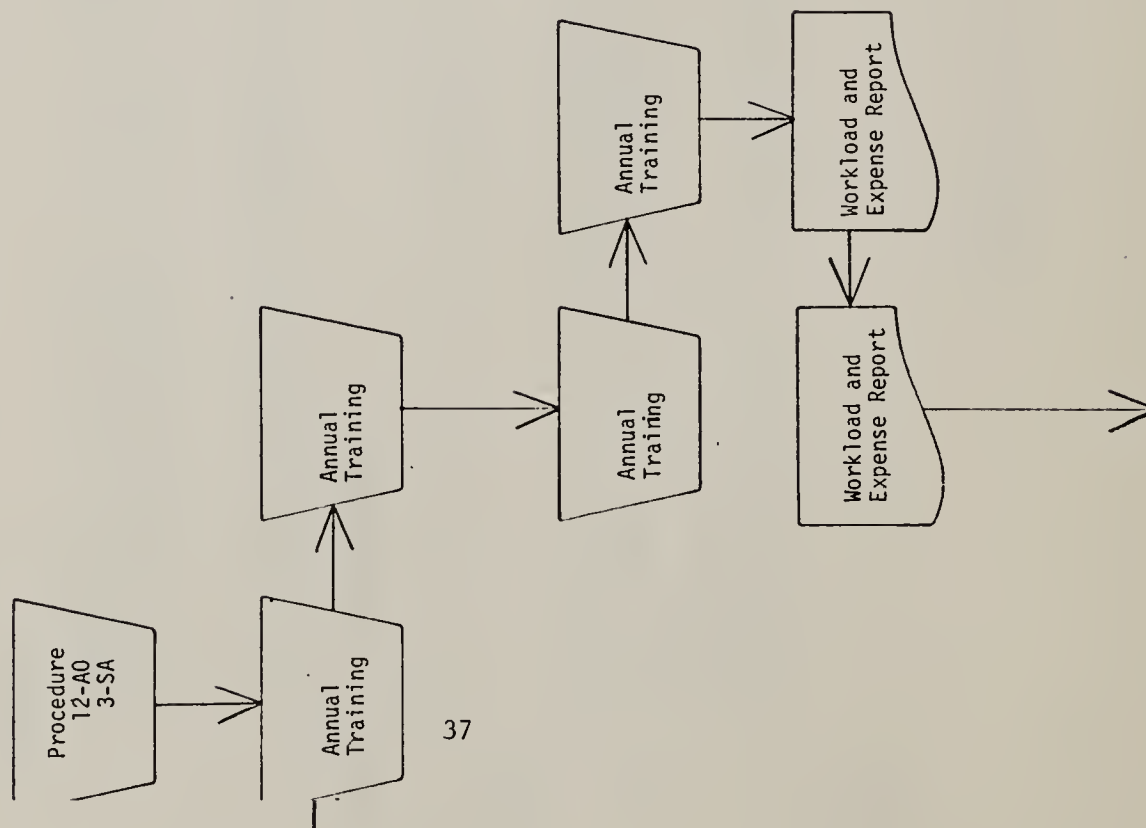
Remarks

KCDPC

County

State

Washington



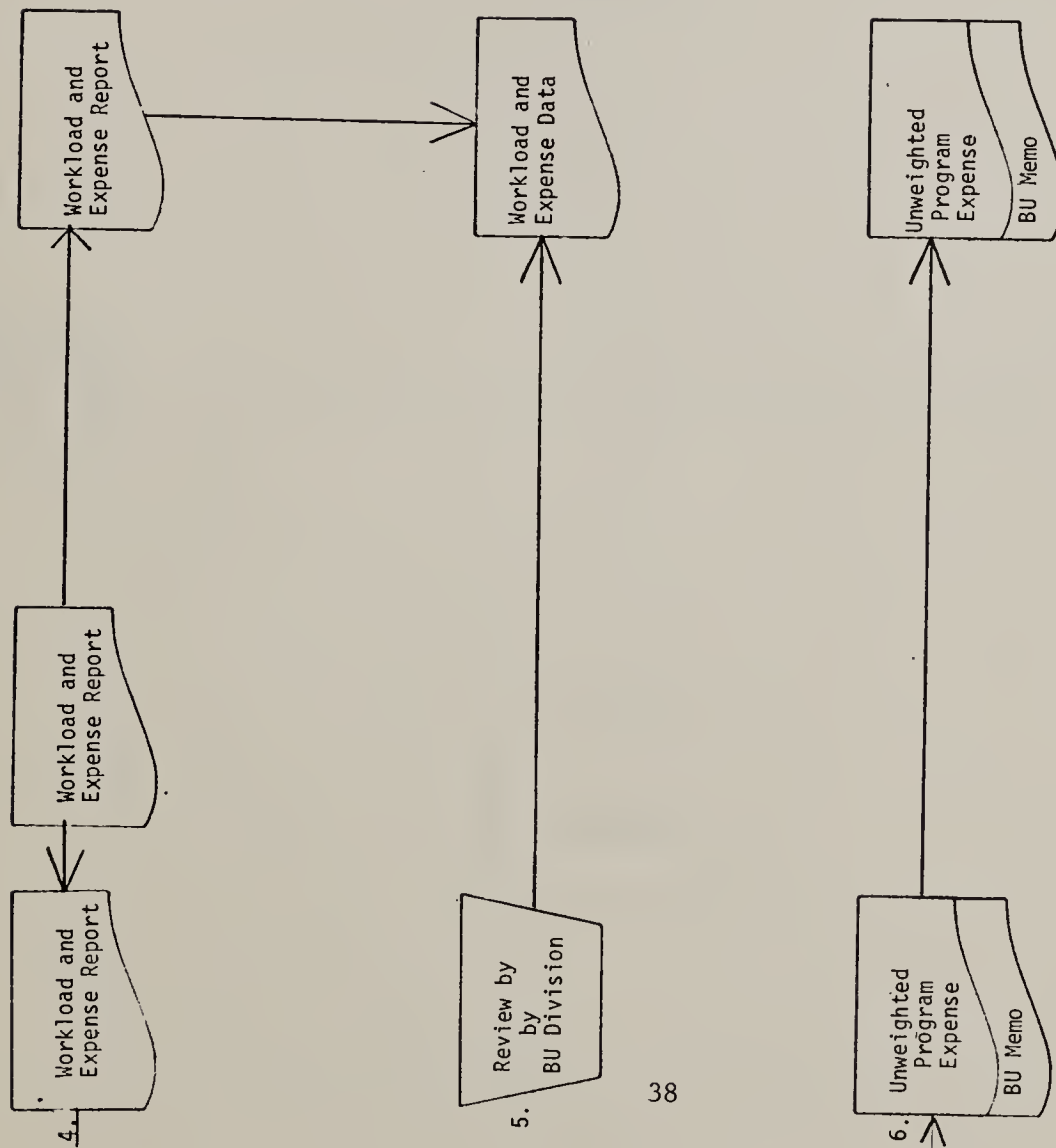
37

1. BU Division writes handbook instructions and develops required reports.

2. Area offices and BU Division hold annual training meetings with State personnel on annual reports.

State personnel annually hold training meetings with counties.

3. Each county annually compiles the required report of workload and/or expense data that is not in the integrated computer record.

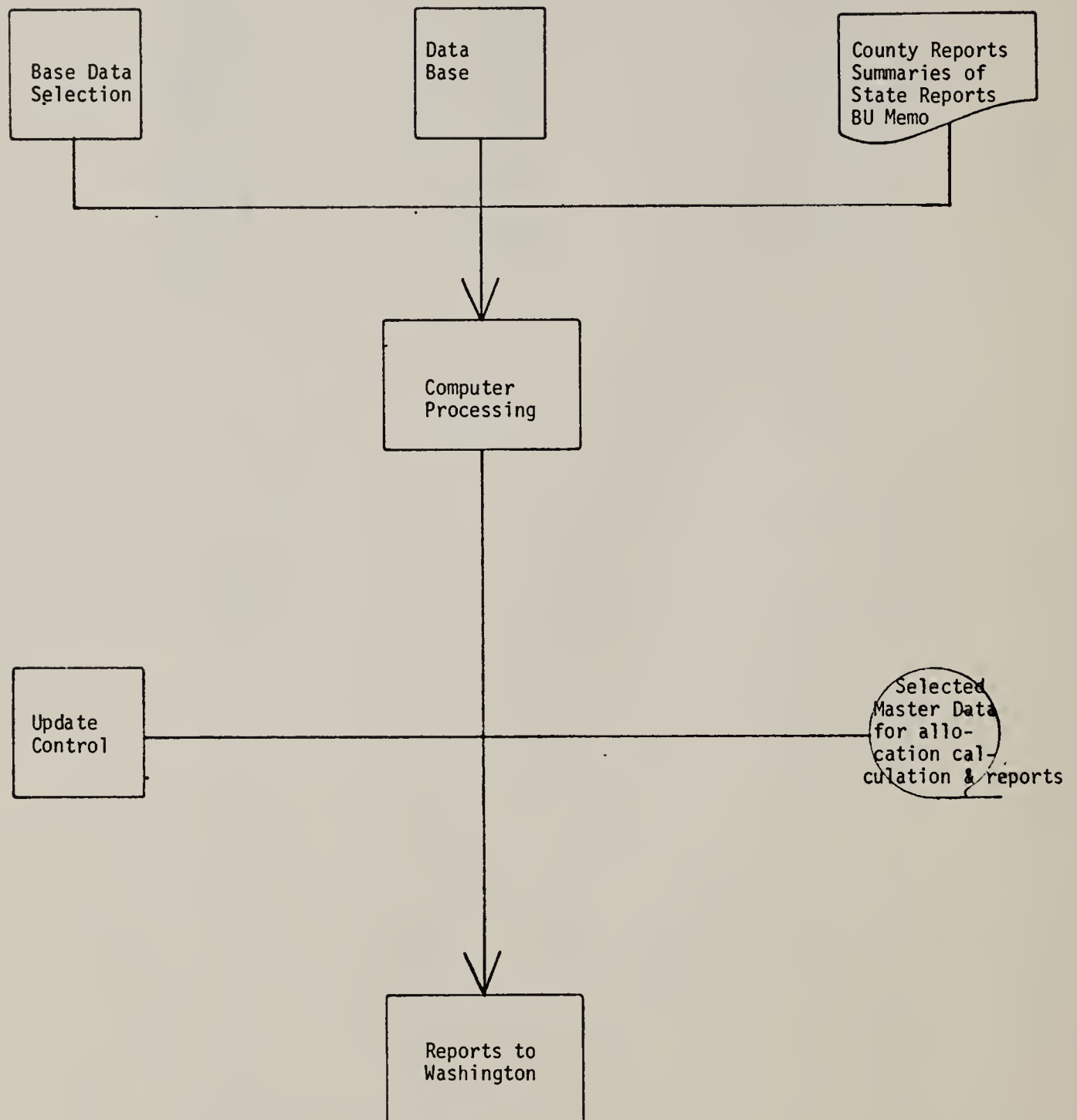


4. State office personnel (1) review reports for accuracy and reasonableness, contact counties on questionable items, and make corrections; (2) compile data from county reports and submits consolidated data to BU Division for review for accuracy and reasonableness prior to submission to KCDPC for processing; (3) Forwards applicable county workload data to KCDPC for processing.

5. Prior to KCDPC processing BU Division representatives visit KCDPC and review input data for reasonableness, contacts states on questionable items and make necessary corrections.

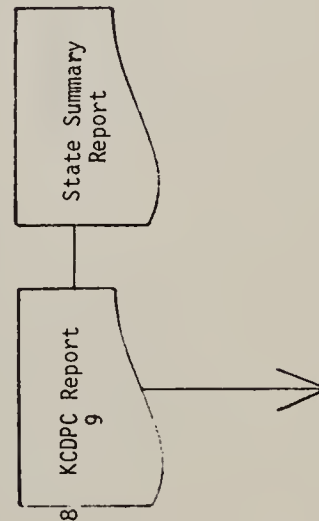
6. State summary totals of unweighted program expenses are furnished KCDPC by BU Division. Also, a memo from BU Division provides additional data necessary to compute allocations and/or normal man day requirements.

KCDPC PROCESSING FLOW CHART



COUNTY OFFICE WORKLOAD AND FUNDING PROCESS

Washington	State	County	KCDPC	Remarks
<div>7</div> <div>KCDPC Reports:</div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>5A</div> <div>5B</div> <div>6</div> <div>7</div> <div>8</div> <div>8A</div> <div>9</div> <div>10</div>	<div>KCDPC Reports:</div> <div>1</div> <div>2</div> <div>3</div> <div>7</div> <div>8</div> <div>8A</div> <div>9</div>	<div>KCDPC Reports:</div> <div>1</div>		<p>7. Reports: 1-2-3-4 Gives basic data by line item NMD and units for RY and SRY. Permits user to retrieve data by line item for county, State and/or national. Helpful in preparation of county budget. Review of individual county workload when required.</p> <p>5 User can make direct comparison between counties for average man-day cost for RY-SRY, determine high cost counties. This report gives the total NMD's that are used to project workload allocation.</p> <p>5A-5B Reports will be reviewed to determine the effect normal man-days will have on the administration of the county office classification and pay plan. Since weighted workload, which heretofore has been a major item on the C&PP, is no longer available it must be demonstrated to what extent normal man-days can contribute to an effective county office classification and pay plan.</p> <p>6 Provides workload allocation.</p> <p>7-8 Gives user flexibility to review county alphabetically or by rank for NMD and funds.</p> <p>8A Advise of unweighted funds used for making allocation to counties.</p> <p>9 Total allocation to States.</p> <p>10 Report of employment by county used to establish limitations.</p> <p>8. From reports received from states (See item 4, page 2) BU Division develops unweighted funding by State. Examples of unweighted items are state controlled GSS supervisors, tobacco marketing recorders, salaries and travel of CED trainees, new aerial photo work, etc. Sight draft limitations are determined by subtracting the bank balance on state summary report from the net allocation on Report 9.</p>



COUNTY OFFICE WORKLOAD AND FUNDING PROCESS

ATTACHMENT 4

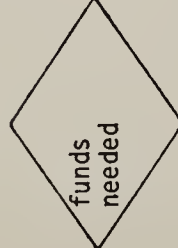
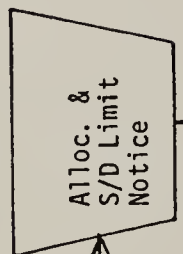
Remarks

KCDPC

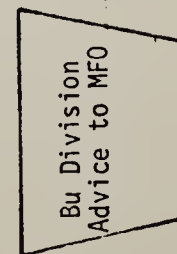
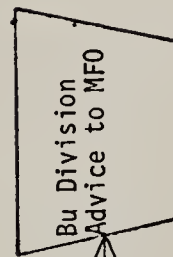
County

State

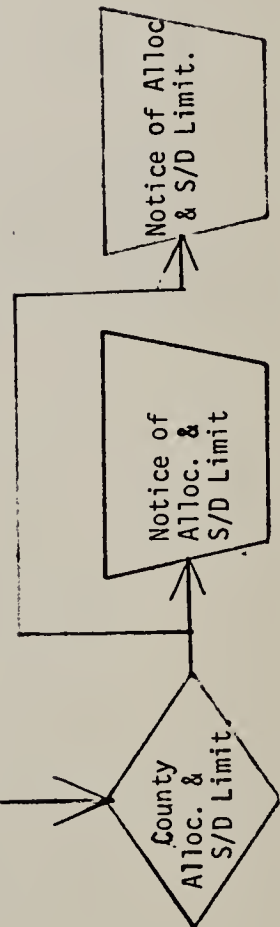
Washington



9. Bu Division with concurrence of area offices determines total funding needs for each state and sends notice of allocation and sight draft limitations to states. Sight draft limitation is the total state allocation minus bank balance as of end of preceding fiscal year minus funds withheld for MFO payment of taxes and fringe benefits.



10. Bu Division issues to MFO an advice of allocation for making payments for taxes and fringe benefits.



11. States determine individual county allocations and sight draft limitations, informs counties and KCDPC of these amounts

COUNTY OFFICE ADMINISTRATION

EXPENSE SYSTEM

FINAL REPORT

PROPOSED INTERIM SYSTEM

I Sub-Task Force

William E. James

- II It is proposed that the expense system and record keeping be continued as a computer system. Input documents and the correction method are to be simplified. This will eliminate much of the redundant data now required on source documents and provide a much easier method of correcting records which have been recorded in error. Additional data on outputs is provided for management control which will eliminate manual maintenance of many records in the county offices. Several reports now being prepared manually in county offices will be totally or partially prepared by the computer under the proposed system.
- III Studies by this Subtask Force have revealed that the system presently requires counties to enter much repetitive data on salary checks for individual employees every two weeks. A big percent of the data entered on employees' checks today does not change from pay check to pay check. Once the system has this information recorded for an employee, it is not necessary to repeat such information until part or all of it changes. The requirement for entering of repetitive data increases the probability of typing errors, transposition of figures, and scanner misreads. Such errors require preparation of correction documents to reenter the record properly.

It was found that many manual records are being maintained in county offices which could be eliminated under the proposed system. For example, records are being maintained with regard to the amount of retirement withholdings, dates of within grade increases, savings bond deductions, and monthly rental and utility expenses. Also; monthly report of government employment are required to be prepared manually by many counties.

IV The following are recommendations for the proposed system.

- A Simplification of source input document: DPC copy of biweekly payroll checks will require only a minimum of information for each employee whose pay status has not changed from the prior pay period. Only key information would be required to be typed on the source document; such as, Social Security Number, check amount, and pay period date. If a change occurs in the pay status of the employee during the current pay period, then it would be necessary to insert the additional data which is related to the change in status.

- B Simplification of the correction procedure: For those records which are determined to have one or more fields of information recorded incorrectly, the proposed system will accept source documents with only key data necessary to identify the record, plus the corrected data for the field or fields to be changed. This will eliminate the need for recording the entire record with the incorrect data, as well as the correct record in its entirety.
- C Additional data to be maintained in the Master File: It is proposed that the Master File be expanded to include additional data for producing additional management information and new reports which are now prepared manually.
- 1 Bond deduction amounts and bond denomination will be maintained for each employee. Notification will be prepared for county offices each pay period for those employees whose bond deductions are adequate to procure a bond in the denomination elected by the employee. This will eliminate the manual record now maintained in the county office.
 - 2 The system will maintain the date of the last promotion or grade step increase of each employee. A notification will be sent to the county office in advance of the date an employee is eligible for a step increase, thus the county will not have to maintain a record of these dates and will have time to review the employee's performance prior to the eligibility date.
 - 3 New report on retirement eligibility: The system will provide, upon request, a report listing all personnel eligible for retirement within any desired span of time; e.g., next three years, five years. This will provide management with a tool so more adequate plans can be made for training and employing replacements.
 - 4 New monthly report on government employment: The proposed system will produce monthly reports for State Departments of Labor. Such reports are currently required of selected counties and are being prepared manually by those counties.
 - 5 New report of county deductions: The system will provide, upon request of any county, the amount of the following deductions for any employee or employees: Health Benefits, Life Insurance, Retirement withholdings. Also provided will be the gross wages paid the employee by quarter for the four prior quarters. Under certain conditions such as separation of employee or application for unemployment, some or all of the above information is needed on a current basis in the county office. Presently, counties have to obtain this information by accumulation of data from biweekly printouts furnished by the DPC. This proposal will eliminate

manual records and accumulations of data by counties.

- 6 Additional information on county biweekly listings: Rent and utility expenses will be listed individually on the biweekly printout for the current pay period as well as accumulative for the year. This will, however, require listing of such expenses separately on the biweekly source document prepared by the county. Presently, counties must report such expenditures itemized; therefore, it is necessary for them to maintain manual records of such expenditures because the present computer output groups these into one amount called "Other Expenses." This proposal will eliminate maintenance of these records by counties.
- V The proposed system is essentially the same as the present system with the exception the amount of information carried in the Master File has been expanded as explained in the previous item. It should be noted that the automated expense system has been expanded to provide additional outputs and eliminate as much manual effort as possible in the county office.
- VI There are no recommendations in this proposal which affect changes in organizational responsibility, regulation, or policies. It is suggested that the scheduled implementation be made as of January 1. This date would require the least amount of effort on the part of counties as most of the records in this system are maintained on a calendar year basis; however, this date is not absolutely essential. The second most desirable date would be July 1, as some of the records in this system are maintained on a fiscal year basis.

COUNTY OFFICE ADMINISTRATION

EXPENSE SYSTEM

FINAL REPORT

I Sub-Task Force

William E. James

George Machala

- II It is proposed that each county office will have transmitting and receiving equipment which will be tied into a terminal that is linked to the Centralized Data Bank. County offices will transmit all data relative to the administrative expense system over these lines for recordation at the DPC. Printed messages and exception items will be received by wire in the county office as a result of processing in the DPC. Biweekly and quadweekly reports from the expense system will be printed at the DPC and mailed to State and county offices, rather than attempt to transmit the detail data over the wire.

No drafts or checks will be printed in county offices. CCC drafts will be printed at the DPC at the frequency desired by the county offices. These drafts will be placed in window envelopes and mailed direct to vendors and producers from the DPC.

County offices will have no local bank account; therefore, collections received in the county office will be mailed to the Federal Reserve Bank for deposit along with CCC deposits. Prior to mailing the deposits, the county office will transmit the collection data to the DPC daily. DPC will record the collection data immediately and establish a deposit in float. Simultaneously, deposit data will be transmitted back to the county office. The county office will review the transmitted data to ensure the deposit was recorded correctly. The deposit could be mailed at the time the data is transmitted to DPC, or delayed until receipt of the retransmission from the DPC. This could mean as much as a day's delay in making the deposit if the county waited for the retransmission. In view of the urgency for county offices to deposit collections to save interest paid by CCC, it would be better if counties mailed the deposit simultaneous with transmission of data to the DPC.

It is considered not good practice to mail cash with deposits; therefore, it will be necessary for counties to convert cash collected to a bank draft or money order prior to mailing deposits. Either vehicle is acceptable and should be left to the discretion of the county office.

Upon receipt of county office deposits at the Federal Reserve Bank, CCC will be credited and bank statements mailed to the DPC the same as today's practice. Upon receipt of the bank statements at the DPC, deposits will be processed and matched with the in-float deposit data received from the county office. Any differences in actual deposits and the in-float data will be referred back to the county office. Items in the deposit which are different from those transmitted from the county will be returned over the wire for verification and correction by the county.

Payrolling of county office employees will be accomplished by the Centralized Payrolling System. Payroll data will be submitted over the wires on a biweekly basis. Payment of permanent, full-time employees would be on an exception basis; thus, eliminating the need to transmit redundant data every pay period and only transmit data for those employees who have a change in status or have taken leave during the pay period. For temporary and unit rate employees it would be necessary to send the hours, units, and rate each pay period. The payroll office will make all payments to the Civil Service Commission, taxing authorities, etc.

Exception items will be retransmitted back to the county office for correction and resubmission. Payroll data between county offices and the payroll system, if located other than at Kansas City, will be received in Kansas City from either location and retransmitted to the receiving office. Expenditure data needed in the administrative expense system will be transmitted from the payrolling system upon completion of payroll processing. Treasury checks and bonds would be printed by the payrolling system and mailed direct to the employee under the procedure presently used for federal employees.

- III Counties are presently typing on payroll scanner documents each pay period, all payroll data applicable to each employee. Much of this data is redundant and remains the same from one payroll period to the next. This requires a lot of unnecessary work in county offices and introduces the possibility for more typing errors. The correction method in the present system is very complicated. In preparing the correction documents, counties

must enter the entire record (all fields of data), including the field or fields which are in error. In addition, they must retype the entire record with the correct data. This requires much unnecessary work in the county, as well as increasing the possibility of typing errors.

Counties are presently maintaining manual records of retirement withholdings, within-grade increases, and individual utility expenses. The present system provides a pay status report each January covering the calendar year. However, it is necessary, in the case of separated employees, to record retirement withholdings and other data on the Form 2806 as soon as the employee is separated. Therefore, it is necessary to manually compute these withholdings for the year to date. Also, records are maintained as to dates of each employee's within-grade increase. Counties are required to report expenditures for rent, lights, water, etc., separately. The present system records these in a lump amount under "Other Expenses" and cannot provide the break-out by type of expense for the county.

The present system does not provide a mechanical means of identifying those employees who will be eligible for retirement in the near future. If managers, for planning purposes, need this information, under today's system, the information must be accumulated manually by researching the employees' records in county offices.

IV Task Force Recommendations.

- A Transmit all data for county office expenses, collections, and payroll over the wire to the DPC and retain source documents in the county offices.

Each county office must have equipment to transmit and receive. This will eliminate the requirement for mailing source documents to KCDPC. It will eliminate the delay of recordation caused by mail time. Correction of exception items will be expedited.

- B Eliminate county office local bank accounts and establish centralized paying and accounting at the Kansas City Data Processing Center.

CCC draft stock would no longer be distributed to 2800 counties. County offices would no longer be required to take quarterly inventory of blank stock. The cost of procurement and distribution of individual county checks would be eliminated. Twenty-eight hundred counties would no longer manually reconcile monthly bank statements. Monthly bank charges now incurred in many of the local accounts will be avoided.

Some disadvantages of this recommendation are as follows.

There is a possibility some agency prestige in local communities may be jeopardized by the loss of the local bank account. Counties would not have the capability to write a check on the spot for personal services; however, it is felt that the need to do this is rare. An additional cost would be incurred for the purchase of bank drafts and money orders to mail cash collections; however, this added cost would be off-set, partially or totally, by the elimination of monthly bank charges now incurred under the local bank account. The CED may not be as conscientious of dollar limitations as they are under the present local bank account system. The flexibility of having funds available at yearend which were not expended in the previous fiscal year could possibly be jeopardized.

- C Print all drafts for payments to vendors and producers at Kansas City.

This recommendation is consistent with the policy of centralized paying and accounting with immediate recording to accounts. It is also consistent with the previous recommendation to eliminate county office local bank accounts. Drafts will be stored and disbursed from one location, rather than 2800 locations.

- D Centralized county office payrolling with the department payroll system.

Payrolling county employees would no longer be required from 2800 county offices. Payrolling of these employees would be accomplished by the existing department payroll system. Payroll data would be transmitted biweekly to KCDPC. If the payroll system is at a location other than Kansas City, the data would be retransmitted to that location.

Computing payroll salaries, printing of payroll checks, and bonds would be accomplished by the computer system. Expenditure data required by the administrative expense system will be furnished from the payroll system. Biweekly and monthly Statement of Administrative Expenses will be printed and mailed to State and county offices by the expense system.

County offices will no longer be required to maintain manual records on withholdings for retirement, Social Security, NASCO dues, etc. Payroll data in the system will be more accurate with the payroll system computing salary checks. The need for training county employees on payrolling and deductions will not be as great under this system.

E Provide Name and Address System for Printing of Drafts to Vendors.

The system will provide a method for counties to establish names and addresses for vendors who are frequently paid by the county. Only those vendors who are used repetitively will be included on this name and address file. This will eliminate the need to transmit this data each month for the purpose of preparing the draft for payment.

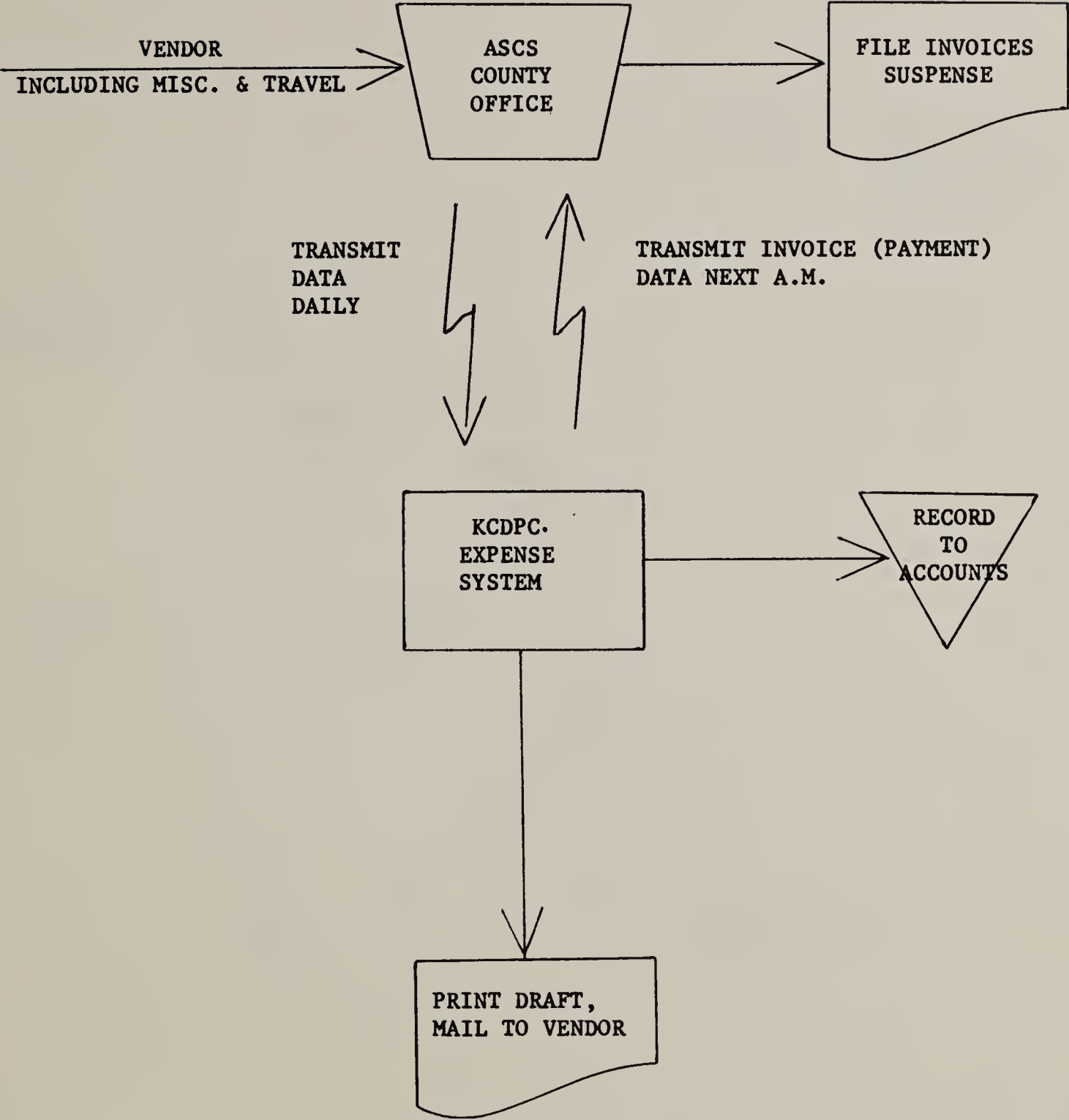
Payments to vendors used only once or occasionally will require transmission of name and address along with invoice data.

The system will provide for automatic production of drafts for recurring payment of rent and other contract payments which are required on a periodic frequency. No transmission will be required by the county after the contract records are established. For example, counties which have an annual lease or contract agreement will establish the required records in the expense system. At the end of the month, the system will automatically produce the draft for rent payment and mail to the landlord. Notification of this payment will be sent to the county office and included on the biweekly Statement of Administrative Expense. One month prior to expiration of the contract, the system will notify the county. The county must reestablish records from a renegotiated contract or transmit the invoice data for payment of rent each month.

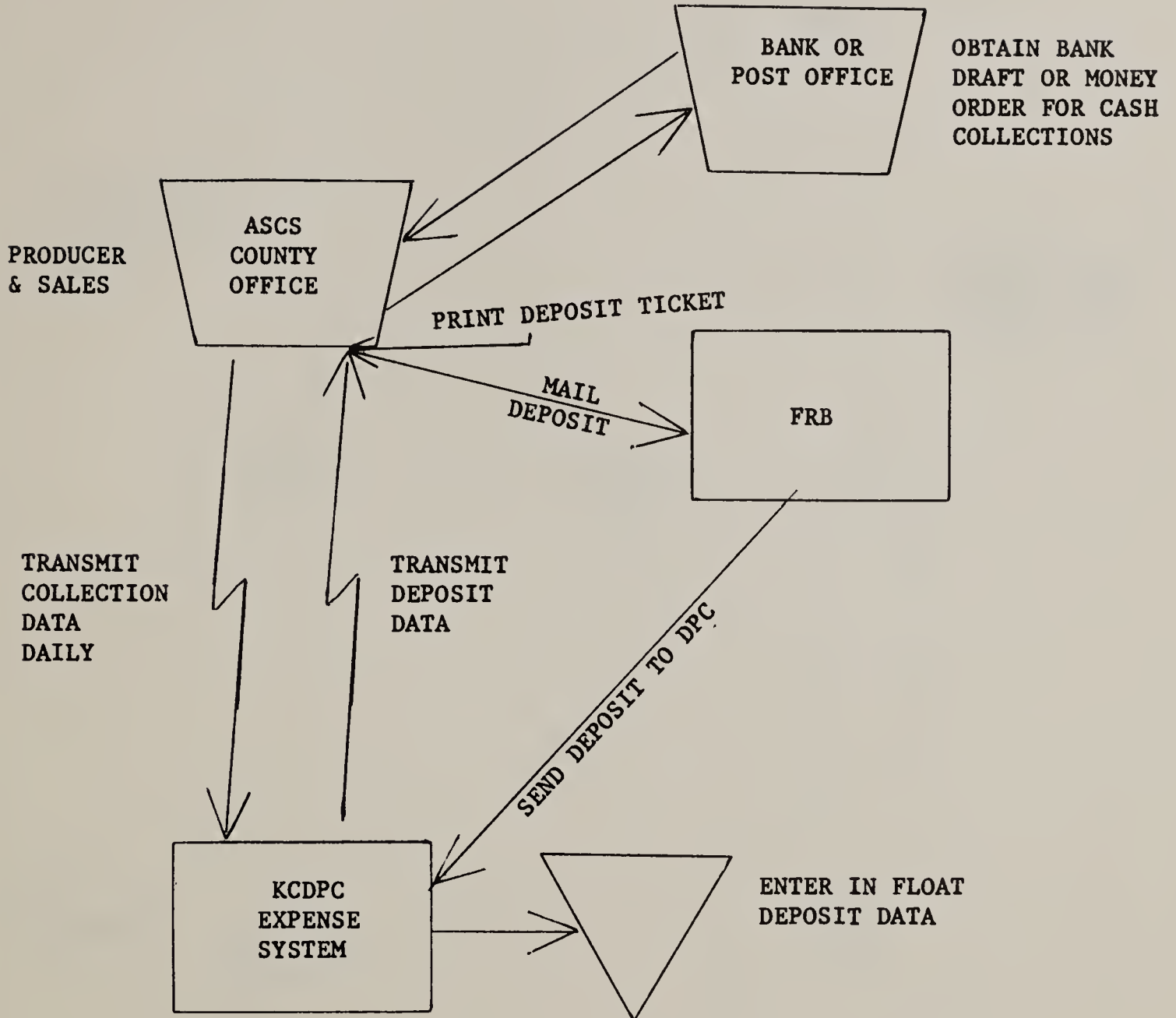
V The proposed expense system is a completely automated system with the exception of the preparation of documents in the county office and introducing the data to the output devices in county offices. For detailed description of the proposed system, please refer to Items II and IV above.

VI There are no recommendations in this proposal which affect changes in organizational responsibility, regulation, or policies. It is suggested that the scheduled implementation be made as of January 1. This date would require the least amount of effort on the part of counties as most of the records in this system are maintained on a calendar year basis; however, this date is not absolutely essential. The second most desirable date would be July 1, as some of the records in this system are maintained on a fiscal year basis.

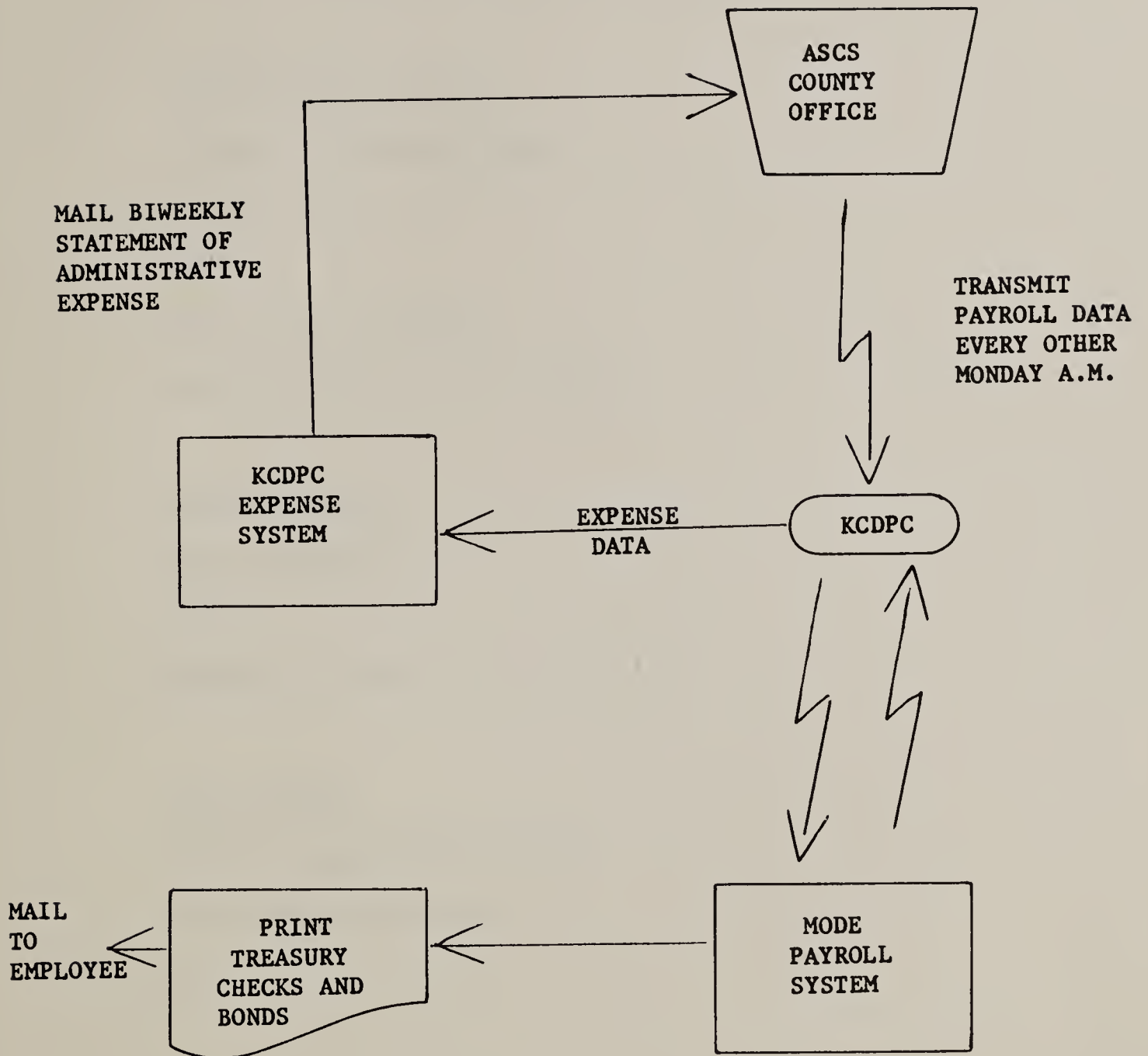
-COUNTY EXPENSES-



-COUNTY COLLECTIONS-



-COUNTY PAYROLL-



TRANSACTION DATA TO BE TRANSMITTED

INVOICE DATA (EXPENSE)

INVOICE OR REFERENCE NUMBER

PAYMENT CODE

AMOUNT

PAYEE NAME AND ADDRESS

EMPLOYER'S IDENTIFICATION NUMBER

COLLECTION DATA

TYPE COLLECTION

AMOUNT

PRODUCER ID NUMBER (WHEN APPLICABLE)

PAYROLL DATA

EMPLOYEE IDENTIFICATION NUMBER

EXCEPTION PAYROLL DATA

LEAVE

PROPOSED COUNTY OFFICE ADMINISTRATIVE
EXPENSE SYSTEM

TASK FORCE RECOMMENDATIONS

1. TRANSMIT ALL DATA FOR COUNTY OFFICE EXPENSES, COLLECTIONS, AND PAYROLL OVER THE WIRE TO THE DPC AND RETAIN SOURCE DOCUMENTS IN THE COUNTY OFFICES.
2. ELIMINATE COUNTY OFFICE LOCAL BANK ACCOUNTS AND ESTABLISH CENTRALIZED PAYING AND ACCOUNTING AT THE KANSAS CITY DATA PROCESSING CENTER.
3. PRINT ALL DRAFTS FOR PAYMENTS TO VENDORS AND PRODUCERS AT KANSAS CITY.
4. CENTRALIZED COUNTY OFFICE PAYROLLING WITH THE DEPARTMENT PAYROLL SYSTEM.
5. PROVIDE NAME AND ADDRESS SYSTEM FOR PRINTING OF DRAFTS TO VENDORS.

PROPOSED COUNTY OFFICE ADMINISTRATIVE
EXPENSE SYSTEM

ADVANTAGES

1. NO DISTRIBUTION OF DRAFT STOCK TO 2800 COUNTY OFFICES.
2. NO COUNTY INVENTORY OF BLANK STOCK BY COUNTY.
3. ELIMINATE COST OF PROCURING AND DISTRIBUTION OF INDIVIDUAL COUNTY CHECKS.
4. CENTRALIZED PAYING AND ACCOUNTING WITH IMMEDIATE RECORDING TO ACCOUNTS.
5. ELIMINATES MANUAL RECONCILIATION OF BANK STATEMENT.
6. DEDUCTIONS FOR RETIREMENT, SOCIAL SECURITY, BONDS, NASCO DUES, WITHHOLDING TAXES, ETC., WOULD BE MAINTAINED IN THE SYSTEM. SYSTEM WOULD PRINT BONDS AND PRODUCE REPORTS FOR PAYING WITHHOLDING AND FRINGE BENEFITS.
7. ACCURACY OF DATA INSURED WITH PAYROLL SYSTEM COMPUTING SALARY CHECKS.
8. ELIMINATE NEED FOR TRAINING COUNTY EMPLOYEE ON PAYROLL AND DEDUCTIONS.
9. ELIMINATE REQUIREMENT FOR COUNTIES COMPUTING DEDUCTIONS AND NET SALARY EVERY PAY PERIOD.

PROPOSED COUNTY OFFICE ADMINISTRATIVE
EXPENSE SYSTEM

NO COUNTY OFFICE LOCAL BANK ACCOUNT

DISADVANTAGES

1. ASCS PRESTIGE MAY BE JEOPARDIZED BY THE LOSS OF LOCAL BANK ACCOUNTS.
2. CED COULD NOT WRITE ON THE SPOT CHECKS FOR PERSONAL SERVICES; HOWEVER, IT IS FELT THE NEED TO DO THIS IS RARE.
3. THERE WILL BE ADDED COSTS FOR THE PURCHASE OF BANK DRAFTS AND MONEY ORDERS TO MAIL DEPOSITS OF CASH COLLECTED; HOWEVER, THIS ADDED COST WILL BE PARTIALLY OR TOTALLY OFF-SET BY ELIMINATION OF MONTHLY BANK CHARGES.
4. CED MAY NOT BE AS CONSCIENTIOUS OF DOLLAR LIMITATIONS AS HE WOULD BE WITH THE PRESENT LOCAL BANK ACCOUNT.
5. THE FLEXIBILITY OF HAVING FUNDS AVAILABLE AT YEAREND WHICH WERE NOT EXPENDED IN PREVIOUS FISCAL YEAR COULD POSSIBLY BE JEOPARDIZED.

COUNTY OFFICE ADMINISTRATION

TASK FORCE

MINORITY REPORT

I. Personnel.

A. District Director Positions (II C, III C, IV C, and VI C).

The present method of selection of district directors has functioned effectively for 35 years. The reason it has worked so effectively, in our opinion, is that it has the unique advantage of assuring that each employee chosen for the position is not only knowledgeable of the farming practices, crops, and marketing conditions of his area, but also understands the customs, attitudes and habits of the farmers and trade in his assigned area. These benefits might all be lost if register selection of these positions is required.

During the years there has not been a wholesale change of district directors with changes of administrations. Many of the district directors have from 20 to 30 years of service.

To make district directors career-status positions would result in many employees of government being automatically eligible for transfer; thereby, reducing a CED's chance for selection.

While the merit promotion plan has worked well it is felt that making these positions career-status would not enhance selection of CED's for these positions since CED's are employees of county committees and would have to be on the register to be considered for selection.

B. Separations (II D, III D, IV D, and VI D).

It is felt that to remove the provision whereby an employee can be separated without cause or prejudice would result in the following:

1. The committee system would be weakened.
2. Employees would not be as responsive to serving farmers and others.
3. Employees that should be separated because of their incompatibility, nonresponsive attitudes, lack of interest, less productive traits, etc. would not be.
4. All employees that are separated, except for reductions-in-force, would be barred from future Government employment by virtue of having been separated for cause.
5. An atmosphere would be created whereby "parasites" would remain on the rolls.

The fact that the Federal System requires that a person be separated for cause, except for reductions-in-force, does not cause employees to be more productive, cooperative, conscientious, or loyal.

The principle argument for removing the without cause or prejudice provision is to improve the sense of job security among county employees. This tends to imply that there is widespread fear of arbitrary dismissals.

In a recent (March 1970) survey "Current Public Acceptance of Agriculture Program Operations" it was found that:

1. Of the 114 employees with over 20 years service replying, 100 percent agreed that "county committee actions relating to employees are fair and reasonable."
2. Of the 740 employees replying only 6 disagreed strongly that "county committee actions relating to employees are fair and reasonable."
3. Producers replied as follows to the question "considering the county office employees with whom you have contact about ASCS farm programs, do you think the employees generally":

<u>Question</u>	<u>Percent</u>	
	<u>Yes</u>	<u>No</u>
a. Understand your business?	96.25	3.75
b. Meet your needs?	94.21	5.79
c. Treat you courteously?	98.10	1.90

In view of the foregoing it is believed that COC's and CED's rarely act irresponsibly in exercising this authority and employees are responsive to the farmers' and the Agency's needs.

The apparent advantages for retention of this provision far out-weighs the disadvantages.

II. Expense System.

It is recommended that the COC bank account be retained for the following reasons:

- A. The flexibility of having funds available in subsequent years not expended in the current year could soon be lost.
- B. Handling of cash collections would be cumbersome - counties would have to convert cash to money orders or bank drafts. This would result in additional cost.
- C. COC's and CED's are more keenly conscious of employing sound management principles as a result of being directly responsible for making expenditures.
- D. Mileage (good public relations) is obtained with local businessman.
- E. Authorized refunds from measurement service collections are made without delay thereby improving ASCS's image.
- F. Frequently temporary personnel are employed for short periods of time. Counties can make on-the-spot payment for personnel services. This has its influence on subsequently obtaining these persons for this type of work.
- G. State and counties are responsible for establishing unit rates of pay for compliance work. These rates vary between States, counties, and sometimes within a county. Because of the numerous unit rates that prevail and the volume of work performed under each rate, we feel it would be impractical to compute the salary with automated equipment.
- H. The present system can be improved to eliminate redundant data being furnished the DPC.

- I. All reports and/or payments of taxes and fringe benefits have been automated and centralized.
- J. By ADP application the following have been centralized and manual reporting by counties and States eliminated:
 - 1. Reports and payments of taxes and fringe benefits.
 - 2. Expense accounts.
 - 3. Employment and "on rolls" reports.
- K. It is believed that the total work process of county office personnel would not be reduced.

